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# RECRUITER

United States Army Recruiting Command April 2008

# Journal

**ARMY STRONG®**  
at DAYTONA 500



# **RECRUITER Journal**

**U.S. Army Recruiting Command**

April 2008

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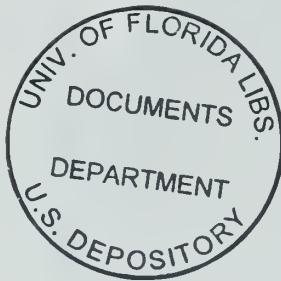
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Photo by CIA Stock Photos, Inc.

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**ARMY STRONG** at DAYTONA 500

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# The Army Reserve: 100 Years of Service

The Army Reserve celebrates 100 years of serving the nation with citizen Soldiers April 23.

To mark this historic occasion, national celebrations will take place in Washington, D.C., and will include a wreath-laying ceremony at Arlington National Cemetery, a reenlistment ceremony at the Capitol building and a 100th anniversary gala dinner.

At the local level, Reserve units will host hometown events, and I encourage recruiters and leaders to link up and provide support in this yearlong celebration.

The active Army, Army Reserve, and the Army National Guard are all growing to meet the needs of our nation. The objective for the Army Reserve is to grow to 205,000 by the end of 2008. USAREC's part of the Army Reserve mission for FY 08 is 26,500, and we are looking at methods to stretch even further to accelerate growth in this important component of our Army.

In January, the Army Reserve and USAREC initiated a working group to find ways to better integrate our recruiting efforts. Since January, we have looked at tools and initiatives that will help us to develop a road map over the course of the next three years. We are going to recommend that this working group stay engaged and periodically come back together to determine what will be needed in the future.

One of the programs that both the active force and Army Reserve have collaborated on is the PaYS program, Partnership for Youth Success. For the active force, PaYS provides Future Soldiers with an opportunity for a job interview after completing their term of service. For the Army Reserve, PaYS provides employers with a highly skilled employee almost immediately. Not only will the warrior citizen have the desired technical skills but also the Army Reserve will continue providing them with leadership training — valuable personnel attributes in any corporation.

An additional collaboration is the March 2 Success program. Reserve unit members are signing up as tutors and partnering with local businesses to gain an even greater return on investment in both community relations and for the prospect requiring tutoring assistance. We expect March 2 Success to gain momentum and become an important asset for the Army and the nation.

How many Army Reserve Soldiers are serving as tutors to assist with filling their formations? Every recruiter should have at least one tutor who can assist with youngsters.



**Maj. Gen. Thomas P. Bostick**

Yet another program where the active Army and Army Reserve are partnering is the \$2K Referral Bonus Program. In addition to the referral bonus pilot program, the Army Reserve also has a Recruiting Assistance Program, AR-RAP. A similar referral bonus and mentorship program. The AR-RAP contractor provides a training kit, promotional materials, and a Web site with instruction to help recruiting assistants identify and develop potential Army Reserve Soldiers. Approximately 37,000 Army Reserve members, retirees and civilians employed at Army Reserve units have signed on since the program began in June.

During the next battle assembly, go to the unit armed with the facts on the top \$2K referrer from that unit. I was recently in a battalion when I asked this question, and the top referrer from the units in the audience was a sergeant with 12 referrals and three enlistments, one RA and two AR.

Some leaders will be surprised to see the great Soldiers who are making a difference in filling their formations by actively supporting the \$2K referral, AR-RAP and the M2S tutor program. We need to continue to highlight these heroes in every gathering and encourage others to do the same.

Achievement of the Army Reserve mission year remains challenging, but we're making good progress across the command. We exceeded our goals for February and it looks as if this success will continue. Recruiters are doing outstanding work in both the active and Reserve missions. We share the common goal of growing the Army and we are integrated for success.

Happy birthday Army Reserve! The nation honors you for 100 years of service as citizen Soldiers.

This month we bid farewell to a great Soldier and his family, Command Sgt. Maj. Marty Wells and Gert. USAREC has been blessed by their leadership, commitment and many sacrifices over the years. Renee and I have enjoyed their friendship in leading this team. Command Sgt. Maj. Wells is a special leader with vision, integrity and a passion for all that he does. Gert has been tremendously involved in the community and throughout our command. Their contributions to USAREC and the Army will have an impact for years to come. As they move on to West Point, we wish Command Sgt. Maj. Wells, Gert, their family safe travels and the very best in the years ahead. Thank you for your service. We'll see you on the high ground!

# A Farewell to USAREC

After 18 months as the USAREC CSM, my family and I will depart April 1 for an assignment as the command sergeant major at the U.S. Military Academy at West Point, N.Y. Gert and I truly consider this a bittersweet experience, since it will mean leaving a command where we have been for our 15-year-plus marriage and where I have been since 1988.

The assignment to West Point offers a new opportunity to our family and will hopefully serve as an example to Soldiers and families that there are other opportunities in the Army for those willing and interested enough to pursue them.

I could not be more proud than I am now of having served in a command that is comprised of dedicated professionals — Soldiers, civilians and family members. I am honored to have been given the opportunity and humbled by your support and gratitude. You truly are the “Best of the Best” in my opinion and our Army and nation are in good hands due to your perpetual dedication and professionalism.

During my tenure as the USAREC command sergeant major, I have observed this command move forward on many fronts due to superb leadership at all levels. Your work ethic and daily accomplishments are second to none and serve as a stellar example for the rest of our Army. Maj. Gen. Bostick has unquestionably steered this command in the right direction and has proven that standards can be enforced and the mission achieved while treating and leading people with dignity and respect.

During my time here and with my interaction with senior Army leaders, I have seen a newfound awareness of the importance and the challenges of recruiting. Senior leaders throughout the Army realize that now is the time to mobilize the Army and the nation in order to meet the mission. They know it is difficult and I can assure you that we have the rest of the Army behind us in this fight. Senior leaders know that providing the strength is almost as important as the war itself. The rest of the nation, even those who are no longer

associated with the Army, are stepping up to help.

We are in the process of improving the career management field opportunities and progression within USAREC and external to the command. For instance, we have several 79R career recruiters deployed as 79Ss, career counselors, and to my knowledge, this has not been done in the past. These warriors are proving that senior NCOs in the command are capable of serving in other capacities in our Army. They are adaptable, flexible and highly proficient in a number of areas.

Additionally, we have made revisions to the proponent briefs that come into play at promotion boards. We are giving Soldiers credit for all of the positions



**Command Sgt. Maj. Martin Wells**

they have served in, which will enable them to receive just consideration during a promotion board. They must be successful in leadership positions, but they can also serve in other areas of the command and get full credit career progression opportunities. This will help develop “pentathletes” within the command who are functional in a myriad of duty positions.

In addition to career opportunities, I think we have made strides in how we rate Soldiers, whether officer or enlisted, based on the “whole Soldier concept,” as opposed to only focusing on production. When Soldiers come to USAREC for a recruiting tour, they need to be assured that they will be rated fairly, and if they

are successful, the tour will have a positive impact on their careers. There is a lot to be done in this area, but I think the message is getting out that the whole Soldier concept is important when giving Soldiers credit for the work they do while in a recruiting assignment.

Deep change is occurring in USAREC and one area where this is taking place is organizational transformation. Our organizational structure is undergoing one of the most extensive transformations in USAREC history, which will result in more effective and efficient command and control. In the midst of massive transformation, you are keeping your eyes on the mission, which never ceases to amaze me. You continue to personify the first tenet of the Warrior Ethos — “I will always place the mission first.”

I am also proud to see the importance senior NCOs put on civilian education. The education level of Soldiers serving stacks up well against other MOSs, which speaks to the quality of Soldier we have.

As a result, the command is on its way to becoming a place where people want to serve. At this time, 75 to 80 percent of the recruiters who come to recruiting are Department of the Army selected. We would like the percentage of those who volunteer to serve in USAREC to steadily increase. As with Maj. Gen. Bostick, who had not served in recruiting before becoming the commanding general, we will see senior NCOs — master sergeants and sergeants major — come to USAREC who may or may not have served a recruiting tour. This will be good for the command and will assist us in reconnecting with the operational Army. People are starting to hear that the leadership climate, the vision that has been in place since Maj. Gen. Bostick took command, is really a step in the right direction.

Again, Gert and I and the rest of our family would like to extend a hearty “thank you!” and “Godspeed” for now. We have been blessed beyond reason for having known you and worked with you. As I have said on many occasions as the USAREC CSM, “I am proud to serve with you and those like you!” CSM Wells — out here...



# April Showers Bring May Flowers

*Photos by Kenneth Kloepfel*

*By Chaplain (Lt. Col.) Terry Whiteside*

As this winter season progresses, many people are asking how to avoid the storms. There are many ways to prevent loss of life through storm shelters, staying in the interior of the buildings away from windows, etc.

And many are asking me how to survive the storms or problems of life. There really is no way to avoid problems in life. So I'd like to share with you my basic survival skills. To overcome the storms or trials of life, we first must learn the different types of storms we might encounter. The first type of storm is what I call the spring showers. These are the type of storms or trials that are not so threatening. This is the type where decisions are made remembering how we overcame the same difficulties earlier in our lives or in our families. These are not the thunderstorms with torrential rains and lightning with thunder crashing and the potential for hail and dangerous winds. These are the common storms that blow into life. These storms make life hard, they stress us out and generally make a nuisance of themselves. These are the everyday storms that seem to make life a struggle no matter what we do.

So how can we overcome these storms? First, don't blow things out of proportion! Every storm or trial in life is not life threatening. Yes, spring storms are storms but usually there is nothing threatening here. We can overcome a lot of this type of storm by gaining the proper perspective of life. You probably

know a person who sees every day as a crisis. Every day seems to put some people into a crisis mode. But the reality is that every day is not a crisis.

Every hardship or trial does not have to cause despair. There is a sense of the dramatic in all of us that seems to want to make every hill a mountain. There is a flair for the dramatic that wants everyone to see how strong we are or how hard we have it.

We need to put our storms into perspective. Dealing with a run-in with your supervisor does not have to carry the same emotional weight as dealing with a deadly disease or potential broken marriage. Some storms we face are tough, are time consuming and stressful. We need to begin working on the ability to refuse to blow every problem into a national emergency in your home and your life.

Second, we don't need to surrender to our fears. Fear causes paralysis and causes us to make poor decisions. Fear causes us to do crazy things. Sometimes we strike out at people who are trying to help us. This is not the time of life when we make sound decisions. We need to find a sense of peace away from the storms so we can make sound decisions.

So if we want to survive the day to day showers of life, don't make the storms bigger than they are and don't give in to the fear that you can't do anything about the circumstances of your life. You are still in control of yourself, and you just have to find that inner strength, that guiding faith in your beliefs, and you will overcome all storms in life.

# Effectively Leveraging COI Events

By Sara Entgelmeier, Weber Shandwick

To help recruit and maintain the quality of Soldier required for America's Army, the Army Advantage Fund rolled out in five test markets in February, and has been met with significant support. The AAF builds on a long tradition of innovations and opportunities for Soldiers, such as the GI Bill and the Army College Fund, and gives Soldiers new avenues to success after their Army service. Soldiers who qualify can choose a sizable down payment for home ownership or significant seed money to start their own businesses.

Currently underway in Albany, N.Y.; Cleveland; Montgomery, Ala.; San Antonio; and Seattle, recruiters use the program to interact with additional prospects and influencers based on the new benefits and focus. If the test succeeds in appealing to qualified future Soldiers, the program will go national.

One successful tactic for leveraging AAF locally is a COI event, which was held in each test market. Local influencers, Army VIPs and recruiting staff gathered to discuss the new benefit offering, secure pledges of support and start engaging long-term Army advocates. The best practices listed below were developed following the AAF launch events, however, the lessons may be applied to any event involving influencers or opinion leaders.

## Prepare and Inform Table Hosts

Army representatives serving as table hosts in Montgomery received brief bios of each attendee seated at their table in advance of the event. This allowed them to prepare conversation topics and determine ways guests could leverage AAF in their organizations and communities.

## Seat Guests by Industry

In Albany, seating arrangements were determined based upon the industry represented by the COIs (e.g. education leaders,



Recruiters discuss the Army Advantage Fund with Montgomery community leaders. Photo courtesy of Montgomery Battalion

small business owners, Chamber members, political figures, etc.). This allowed for increased conversation between guests and a more fulfilling discussion about how each can support the Army's efforts.

## Allow Time for Mingling

The events' social atmosphere provided COIs with more intimate opportunities to speak with Army VIPs and recruiters, allowing them to fully understand the mission and determine ways to provide support through their various organizations. At the Cleveland event the APA chief started a conversation with the head of the Cleveland Air Show, which should result in a much larger on-site presence than before.

## Schedule Non-uniformed Advocates as Speakers

A 17-year-old JROTC cadet gave an emotional speech at the Cleveland event stressing the importance of community leaders supporting local youth, regardless of the career path they pursue. This last-minute addition to the agenda struck chords with everyone and further exemplified the Army's commitment to the community at-large.

## Ensure Timely Follow-up

Once the lines of communication have been opened, it is important to maintain them. Within 48 hours of the event, follow up with COIs using a personal letter that contains a specific call to action. Take advantage of the fact that the information and desire to help is still top of mind.

For more information on leveraging COI events, contact your FMR or command representative.



Command Sgt. Maj. Martin Wells, USAREC command sergeant major, talks with retention NCOs at Fort Drum about how they can assist in the Special Recruiter Assistance Program.

# Recruiting Command Teams Up With Retention NCOs and Fort Drum

Story and photos by Stephanie J. Santos, Fort Drum Blizzard

Ongoing challenges in the war on terrorism have placed an unprecedented economic and physical strain on the Army and its Soldiers. It has led to multiple tours of duty and set a new pace for the rate at which Soldiers deploy.

Yet, in the midst of these challenges, the Army has remained a force to be reckoned with as it continues to meet its mission of recruiting and retaining quality Soldiers. Command Sgt. Maj. Martin Wells, Recruiting Command, spoke to commanders and retention noncommissioned officers Feb. 25, at Fort Drum, N.Y., to discuss the Army's plan to incorporate them into the Special Recruiting Assistance Program.

"The recruiting environment is as challenging as it's ever been, and it's not going to get any easier any time soon," Wells said.

"In order to continue to provide our strength to an all volunteer Army during a time of war we need the assistance and expertise of the rest of the operational Army," he continued. "One course of action is the pilot of the Special Recruiter Assistance Program."

He added that one reason 10th Mountain Division (LI) retention NCOs were chosen to help train and mentor interested recruiters was their reputation for meeting their mission.

SRAP started in 2004 as a way to offer Soldiers who have served on the front lines a chance to share their personal experiences in local communities. The program allowed friends, families and community members to hear a realistic version of what Soldiers had experienced. Active-duty Soldiers who are veterans of Operation Iraqi Freedom and Operation Enduring Freedom can request to participate by submitting an application online. Approved applicants may serve in a temporary-duty status for up to 14 days and may be eligible for a \$2,000 referral bonus.

The SRAP pilot, offered on the installation from March 1 through May 31, will change the selection process. Once Soldiers express interest in participating in the program, Fort Drum retention NCOs will prequalify them and determine if they are qualified to serve in the recruiting arena. If Soldiers are deemed qualified, their applications will be sent to Headquarters USAREC for further screening.

"This test will integrate the 10th Mountain Retention NCOs as local experts and assist Soldiers with knowledge and application for duty," Wells said. "It will invite 10th Mountain Soldiers to tell the Army story and return to their hometowns or to an area where they have influence for SRAP duty, which will be funded TDY paid for by USAREC."

Before this pilot, senior leaders did not have any involvement in the SRAP selection process, and some felt Soldiers

were filling out their online application without any recommendation or guidance from the chain of command.

"A lot of Soldiers were getting accepted into SRAP but there was no say from the leadership," said Sgt. Maj. Scott Kuhar, retention NCO at Army G1. "Now the command must be involved at a certain point, and they will have a say as to who will get accepted. They will be involved at all aspects of the process."

Command Sgt. Maj. Victor Rivera, 10th Mountain Division (LI), has been working with SRAP Soldiers since August.

"Instead of just handing out flyers or business cards, we are sending them to their hometowns with an agenda," he said. "People already know about the tragic aspect of war, but they may not know about our reconstruction efforts of building up schools and improving communities. I tell Soldiers it's their job to tell their side of the Army story."

Rivera tries to team up new Soldiers with senior leaders so when they speak to communities they can share "the big Army picture and discuss where the Army is going."

"We are taking the lead; it's a great program, and I think it also makes our Soldiers realize the impact they are making in the Army," Rivera said. "Soldiers are not only sharing their stories, but talking about their experiences makes them realize how important their day-to-day sacrifices are to our nation."

**Senior leaders will become involved in selecting Soldiers for SRAP duty under a pilot program that started at Fort Drum, N.Y., March 1. Rather than going online initially to sign up for SRAP duty, Fort Drum Soldiers will visit their retention office. The retention NCO will pre-qualify Soldiers, making certain the right Soldier is selected, as well as assist in processing the DA Form 4187 through the chain of command. Retention NCOs will now be the USAREC point of contact in encouraging volunteers for SRAP. Recruiters will see a better prepared Soldier arrive for duty. Visit [www.2k.army.mil](http://www.2k.army.mil).**



10th Mountain Division (LI) retention NCOs are teaming up with USAREC to provide excellence in the Special Recruiter Assistance Program nominations. Soldiers of the Quarter, Soldiers of the Year, NCOs of the Quarter and of the Year are encouraged to apply.

# Do You Believe You Can Make Phase Line?

*By Master Sgt. Brian Hendricks, USAREC Training and Assessment*

This is not a trick question, but rather a question that every recruiter should answer honestly.

I have had the privilege to be the first sergeant in three companies within USAREC and have asked this very question to every recruiter that has worked with me. To me, this is where success starts. As a leader, I want to know your thoughts, and how you came up with your answer. If your answer was yes, you have definitely taken the first step to phase line accomplishment. If you answered this question positively and aren't meeting phase line requirements, then determining the cause of your shortfall is critical to achieving success.

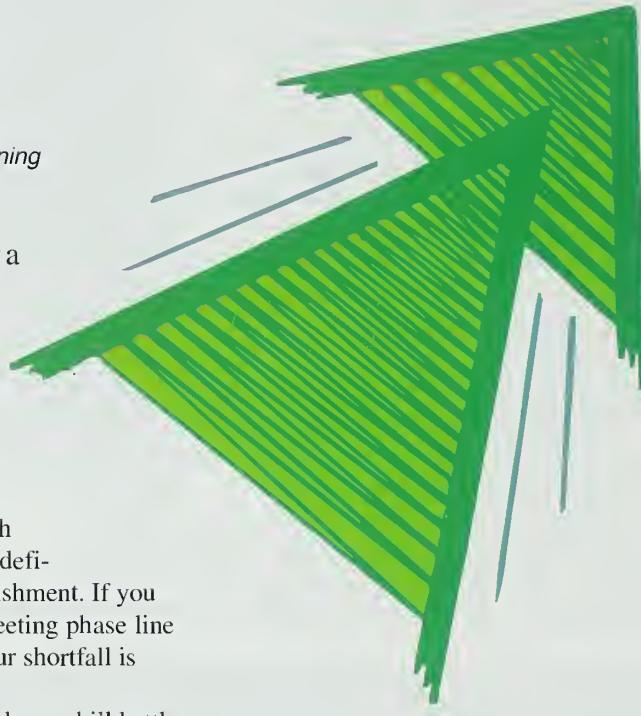
If you answered no, you have already created an uphill battle in your mind and need to find a way to motivate yourself if you are ever going to 'provide the strength.'

Obviously there is some reason for the negative answer and as a leader I want to find out why. Whether you want to admit it or not, your response has a lot to do with your personal motivation. I believe that keeping a positive mental attitude will help you achieve at least 50 percent of your mission. The other 50 percent comes with your ability to work hard using the tools and training you received, especially when presenting the Army Interview.

On assignment to USAREC, everyone must complete the Army Recruiting Course at the Recruiting and Retention School and demonstrate the ability to perform the basic tasks required of a recruiter.

Receiving this training does not make you an expert but does give you the foundation necessary to engender a commitment. Most individuals shooting an M-16 for the first time will not shoot expert, but that doesn't mean they cannot become an expert shooter. The RRS gave you the necessary tools and instruction on how to conduct an Army Interview prior to being assigned to your station. No matter where you go in the Army, and how well you perform your job, you will not stay proficient unless you continue to train.

It is a Soldier's responsibility to learn as much about their job as possible, and there are many different ways to accomplish this.



Peer observation, 'hands on,' reading task specific material, and 'live fire' exercises are just a few. It doesn't matter which way you continue the learning process, the important thing is that you learn your job well.

There are many sources that you can gain the information you need. There are books on communication, motivation, and time management. Although we are not a sales organization, there are sales books that can give you ideas on how to succeed.

There are plenty of experienced recruiters from whom you can gain knowledge. Whether from peers, station commanders, trainers at all levels, or first sergeants, all are available to help you become more proficient.

I said I believe that keeping a positive mental attitude will get you half way to your goal. So, how do we stay motivated when we are faced with so many negatives throughout the day? The answer is by remembering why you enlisted in the Army and knowing that you are helping every young man and woman you enlist. By doing so, you are providing the strength to keep us Army Strong.

Do you believe you can make phase line? I believe! From the USAREC training and assessment team, we thank you for doing your part in keeping our nation free.

# Preventing Sexual Assault

By Jack Nix, Family Advocacy Program manager

## Prevent Sexual Assault: Ask! Act! Intervene!

Sexual assault continues to be one of the most underreported crimes in America today. Since the military is not impervious to this trend, the Department of Defense joins our nation in raising awareness and promoting the prevention of sexual violence. While Sexual Assault Awareness Month provides an annual opportunity to highlight DoD policies addressing sexual assault prevention and response, the prevention of sexual violence is a year-round effort and needs the support of every service member.

The 2008 DoD theme, "Prevent Sexual Assault: Ask! Act! Intervene!" focuses on the ability of every service member, especially leaders, to prevent sexual assault by building a climate of respect in which sexual assault is not tolerated. Creating a supportive, confident environment where victims feel comfortable reporting their crime is imperative. Taking a stance against assailants can make a difference. What can you do?

### Ask!

Support the victim and show respect, but don't be overly protective.

Demonstrate empathy by concentrating on helping your friend, fellow Soldier, or colleague.

Listen to the victim and take the allegations seriously, without asking the victim for details.

Do not make judgments about the victim or the alleged offender.

### Act!

As a service member, you should report immediately any activity that indicates a sexual assault may take place or has taken place.

Encourage the victim to report the crime; however you should report the sexual assault to the proper authorities.

Intervene!

**Prevent Sexual Assault:**  
**ASK!**  
...if friends need help  
**ACT!**  
...when they do  
**INTERVENE!**  
...when you see trouble



SAPRO  
Sexual Assault Prevention Response Office  
[www.sapr.mil](http://www.sapr.mil)

Get assistance for the victim, but never leave the victim alone.  
Protect the victim's confidentiality by not discussing the assault with anyone.

Repeat this message to the victim: You are not to blame!  
You Can Help Prevent Sexual Assaults – Ask! Act! Intervene!

The safety of your fellow service members, your unit, and your community may depend on your reporting of these incidents. You should report any suspicious behavior immediately.

Contact your Sexual Assault Response Coordinator at the Brigade Family Advocacy Program Office for additional information about child abuse, prevention education or how to report an incident.

# The Importance of Honest Feedback

## —USAREC's New Leader's Edge Program

By Col. Linda Ross, PsyD, Dr. James Cunningham, Dr. Nicole Alexander and Dr. Birgit Valdez

**T**om Brady, a high school star and two-year starter for the Michigan Wolverines was waiting to be drafted. Despite being successful in high school and college, he had much to prove before he could play at the next level. This was evident in April 2000, when he became the New England Patriots' late sixth round, 199th pick of the NFL draft.

Recently though, Brady was interviewed and asked about his early years in the NFL and his quick rise to success. He told a story about an incident that occurred at the end of his rookie-year minicamp. Brady stated that while in a coaches' meeting room, he saw the quarterback coaches' notebook. He admitted that his curiosity got the best of him, and he read the comments in his evaluations.

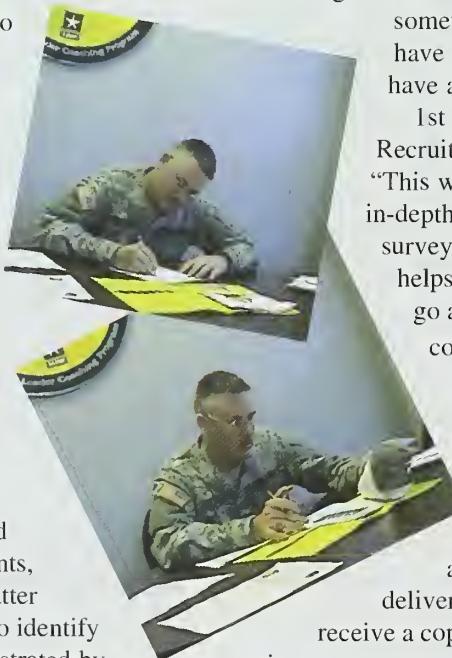
"Everything he does is slow. He needs to do everything quicker, whether it is running or decisions," it read.

Brady told the reporter that he had heard this before, but for some reason, this time the feedback hit home. He started training on the problem areas identified in the coach's notebook. In the second game of the next season, Brady had to step in for an injured Drew Bledsoe. He subsequently won the next 10 of 13 games, won the division title, and was the youngest quarterback to win the Super Bowl. So how valuable was the honest feedback that he received?

### Feedback in USAREC

USAREC has developed a tool targeted toward giving performance information to first sergeants, the Leader's Edge. More than 1,000 subject matter experts throughout USAREC were consulted to identify the critical skills, behaviors and values demonstrated by effective USAREC first sergeants. Taking more than a year to complete, the survey includes input from USAREC headquarters command and staff, every level of leadership from brigade commanders, command sergeants major, master trainers, station commanders and recruiters from all brigades, and the Recruiting and Retention School staff.

Next, a pilot study of 30 first sergeants was conducted and feedback from more than 300 raters was received. The data gathered from the study then underwent statistical scrutiny to determine the reliability and validity of each item. While the items are grouped into characteristics that map directly to the Army leadership manual, they include behavioral statements that are specific to the duties of a USAREC first sergeant. This allows specific behavioral feedback to be given.



In the pilot study, the first sergeants who received the highest ratings were identified by others as self-confident, positive motivators, good mentors who develop their subordinates with quality training, knowledgeable, respectful, and adaptable.

In November 2007, 1st Sgt. John Northey from the Buffalo Recruiting Company was the first to receive his individual feedback.

"All first sergeants need this. This was a great experience," said Northey during the feedback session. Weeks later, Northey e-mailed the Center One staff.

"It's good for someone else to look at you and see something that you yourself tend to overlook. I have only been back for a couple of days, but I have already started to make some changes."

1st Sgt. Curtis Manderson, Cleveland Metro Recruiting Company, has also received feedback. "This was eye opening. I was surprised at how in-depth it was. I thought it was just another survey. As a leader, this is a great tool because it helps me see where I am at and where I need to go as I continue to grow as an NCO and compete for CSM."

### The Leader's Edge Process

During each first sergeant course at the Recruiting and Retention School, an hour-long presentation will be provided that will explain the administration process and feedback delivery. At this time, each first sergeant will receive a copy of items on the Leader's Edge and be given an opportunity to discuss questions.

It will be emphasized that the results will be kept confidential and given only for the first sergeant's professional development. This confidentiality also extends to the raters who give the feedback in the Leader's Edge program. The scores in each group will be averaged with the other individuals in that rating group. There will also be an opportunity for the first sergeant and raters to provide written comments.

About six months after the first sergeant course, NCOs who have four to six months in a first sergeant position will be contacted by Center One and notified that the Leader's Edge process will begin. When the survey is complete, a Leader's Edge report will be produced. The first sergeant will be contacted in order to schedule one-on-one feedback with a psychologist from Center One.

# Cleveland Kicks Off Army Advantage Fund At Luncheon

By Perry Edelbergs, Cleveland Battalion

The Army Advantage Fund was introduced to an audience of 70 local area business and political leaders, veterans and recruiting personnel during a luncheon held in Cleveland's Crowne Plaza Hotel on Feb. 12. Featured speaker for the event was Lt. Gen. Benjamin C. Freakley, the Commanding General of the U.S. Army Accessions Command.

Cleveland Battalion is one of five test markets in the country piloting the new recruiting incentive program — the other markets being Albany, Montgomery, San Antonio, and Seattle areas. The AAF provides new enlistees with the opportunity to earn up to \$40,000 toward a down payment on a home or seed money for a small business. In the event the AAF proves a successful recruiting incentive over the next six months, it will be expanded nationwide.

Among the special guests in attendance were William H. Willoughby Jr., Civilian Aide to the Secretary of the Army – Ohio; North Olmsted Mayor Thomas O'Grady; Retired Col. George Qua, National Committee for Employer Support of the Guard and Reserve; Harry Winfield, Huachuca Veterans Association; and military liaison representatives for the mayor of Cleveland and two Cleveland area congressmen.

Freakley noted in his remarks that it is the duty of the Army to provide for the common defense of the nation and that our Soldiers "... defend the nation willingly as volunteers and it is their duty which they understand and which their families understand." He added that it is the duty of the nation to provide the citizens for the Army and it is the local community to help raise this Army.

"It is your duty as citizens of this great area to encourage the American youth to step forward and step out of their comfort (zone) and step into the United States Army to help us defend our nation," he said.

Freakley illustrated the competition underway for today's youth that the Army faces with the private sector. He noted that only three out of 10 young people qualify for the Army physically, morally and academically. The competition for these young people is not only with local industries but also with the other military services as well as with the

colleges. To succeed in recruiting an all-volunteer force the Army must be competitive and the AAF helps do just that.

"The AAF rewards and recognizes our volunteers for their service," said Freakley. "We asked our volunteers, especially those in the African-American and Hispanic-American communities, what do you want us to do to recognize your service?" The two items that came up repeatedly were an opportunity to own a home and an opportunity to own a small business. He stressed that the AAF was about the circle of life — a program that enables the returning soldier to come back and contribute to the community that he or she came from.

Freakley administered the oath of enlistment to Michael Namoski Jr., one of the first of two who enlisted for the AAF nationwide: The other new Soldier who enlisted for the AAF is Dustin Kolanski who, like Michael, is also from the Cleveland Battalion area. The luncheon was concluded by Cleveland Battalion Commander Lt. Col. Bryan H. Blue, who thanked the guests for attending and requested their continued support to the local recruiting effort. The luncheon was covered by local media.



U.S. Army Accessions Commander, Lt. Gen. Benjamin C. Freakley, administers the oath of enlistment to Michael Namoski Jr. Namoski was one of the first Soldiers in the nation to enlist for the Army Advantage Fund.



Army 09L recruiter Maysoun Sweis talks about Army benefits w/ an Arabic-speaking prospect at an employment center in Dearborn, Mich. While boasting the highest per capita Arab population of any city in the country, enlistments don't come easy. Private companies and other government agencies recruit heavily in the area, and 09L recruiters must continually promote the values and mission of the service to try and change the historically-uneasy perceptions of the Army among community members.

# Building Cultural Bridges – Recruiting for 09Ls

By Jake Joy, Great Lakes Battalion

Army Sgt. "M" struggled to make a life for himself in Lebanon. Despite earning an architectural degree, he couldn't find decent work. So, like many before him, he abandoned what he had always known for those distant American shores and a pursuit of The Dream.

"My second day here, I got a job," said Sgt. M., who taught himself to speak English and kept finding more success. "I appreciate everything this country has given me."

As U.S. operations unfolded in Afghanistan and Iraq, Sgt. M wondered how he could thank America for the many opportunities. He became aware of the Army's need for 09L interpreter/translators and immediately visited the closest recruiting station.

"Let's call it a payback," he said.

To say the Army's 09L MOS is a critical occupational specialty is a gross understatement. Anyone who has worked alongside 09L Soldiers in Iraq, or been trained by them prior to deployment, will acknowledge their insight as one of the major difference makers in situations where American Soldiers can easily confuse who is who and what is what.

"I've heard good things from those who joined the Army as cultural advisors. It was said to me personally, by many who served and came back, that they felt pride and honor in taking part in saving innocent lives, and if they weren't there the situations could have turned out differently," said Najwa M. Hadous, employment and training operations manager for the Arab Community Center for Economic and Social Services.

Sgt. M knows. His unit was patrolling the streets in Iraq one day when a woman suddenly appeared, running directly at them. She clutched a blanket-covered object and shrieked uncontrollably as she approached. The Soldiers immediately assumed she had a bomb. Only Sgt. M understood she was carrying a baby needing urgent medical attention.

"If I wasn't there," Sgt. M said, "that woman and baby would probably be dead."

These types of misunderstandings are impossible to eliminate completely, but the presence of 09L Soldiers limit their frequency.

"The fact that there are Arab Americans in the Army today has saved lives on all sides, there is no question about it," said Maj. Gen. Anthony A. Cucolo, U.S. Army Chief of Public Affairs, during a fall visit with community leaders in the Arab American community concentrated in Dearborn.

Dearborn, a Detroit suburb, easily has the largest per capita Arab population in the country, and is second only to New York City in total Arab residents. The community grew quickly during the 1960s, benefiting from aggressive hiring by automakers. Arab descendants now constitute a third of the population.

While plenty are there, they are not easy to recruit. Army recruiters face extremely heavy competition from private industry, government agencies and the other services vying for the already limited pool of fully qualified Arabic speakers.

Additionally, Army 09L recruiters must overcome the fears and apprehensions of those who don't understand the Army's mission.

"We started right after 9/11," said Ali El Khatib, a recruiter who has seen the 09L program grow from its infancy. "The perception was that we were put into the community to spy on them. They were scared and tried to push us away. We had to find ways to let them know 'we're here to help you, not spy on you or harm you somehow.'"

The recruiters have in many ways succeeded at that, as they are now on a first name basis with local community leaders. To reach this point, recruiters continually maintain a presence at cultural events and celebrations, regularly meet with influencers, support charities and scholarships and stay connected with people in a way that transcends the Army's typical level of community engagement applied to the nation at large.

"It's not only about having your name on a banner or in an ad book," said Wassim Mahfouz, executive director of the Lebanese American Heritage Club. "It's got to be more than that; the U.S. Army is becoming part of the community and providing a service."

Mahfouz has seen the sustained presence of 09L recruiters in the educational, social and cultural life of Dearborn's Arab community produce better understanding and acceptance of the Army.

"If the Army's image weren't good, you would not see the community allowing the Army to take part," said Mahfouz.

Perception-changing is in many ways succeeding, but the task is far from over.

"Building bridges between the Army and the community — that is why we're here," said 09L recruiter Azziza Shamon. "We



**Maj. Gen. Anthony A. Cucolo, Army Chief of Public Affairs, speaks with Arab American community leaders during a fall meeting in Dearborn, Mich. Promoting a better understanding of the Army's makeup and mission is a key to finding applicants with the critical skills needed to become 09L Translator/Interpreters. From conferences to formal dinners, scholarships to festivals, media interaction to building one-on-one relationships, 09L recruiting requires an extra dedication to changing the public's perception of Army service.**

have to continue to convince people that (Soldiers) are there to help both nations."

"We are aware that most of our Soldiers are young and have limited knowledge about the sensitive issues surrounding the culture and customs of other nations," said Amir Al Atia, president of the International Union of Iraqi American Businessmen. He too, has noticed the steadily increasing Army presence in his community and said that greater understanding is following in its wake.

"Interpreters and translators are extremely important to the Army, especially," said Al Atia. "Communication is a powerful tool and has the ability to change the way in which nations relate to one another, ultimately bringing about greater peace."

Constant communication and heavy community engagement have become the hallmarks of the 09L recruiting process in Dearborn, and recruiters expect the attitude among a once-guarded Arab population to keep improving.

"They trust us now," said 09L recruiter Mona Makki. "They no longer assume we're going to lie to them."

That improved trust will hopefully result in more potential 09Ls serving in a capacity that saves lives and promotes better cross-cultural relations.

In Lebanon, Sgt. M's parents still don't know he's an American Soldier. It's safer for them that way. Some people who do know what he does — but don't yet understand the Army's true mission — may call him a spy or a traitor. Yet, as a U.S. citizen and Soldier, he remains undeterred.

"I don't care what people say. I know I'm doing the right thing."

# Knowledge Zone Gives Answers to Computer Questions

By Wylette P. Tillman-Provo and Kevin Crummett, Web Development

**D**o you find it difficult to know where to look for information? Do you become frustrated with the amount of time it takes to search the portal for information? If so, you are not alone in your frustration.

The command has introduced a one-stop shopping center to begin your knowledge search. Knowledge Zone is a new online search utility capable of providing information on demand. It is a personalized, self-service support that allows users to search for and get information. Knowledge Zone answers questions by responding to keyword searches. The benefit to you, the user, is that you do not have to search through pages of material for information.

Knowledge Zone is located on the MyPortal page, on the left-hand side of the page. This self-service technology links people, processes and technology in a way that shares knowledge across the command. The new endeavor is not intended to replace the Customer Service Center but to supplement USAREC's ability to capture knowledge and make it available to the masses.

The voice of the customer dictates that end-users want and expect to communicate with their organization in a manner that suits them through whatever channel they want to use.

Knowledge Zone gives end-users direct access to the information they need, so that they are able to resolve many of their own issues.

A second benefit of this technology is that it facilitates training by using one voice. In Knowledge Zone, questions are answered the same regardless of who poses the question. As a result, USAREC can deliver perfect customer service across a global span.

In addition, interactions reinforce best practice methods and provide greater self-help to end-users at a bottom-line savings in the form of fewer trouble ticket calls, fewer e-mails, and less travel expense associated with on-site training.

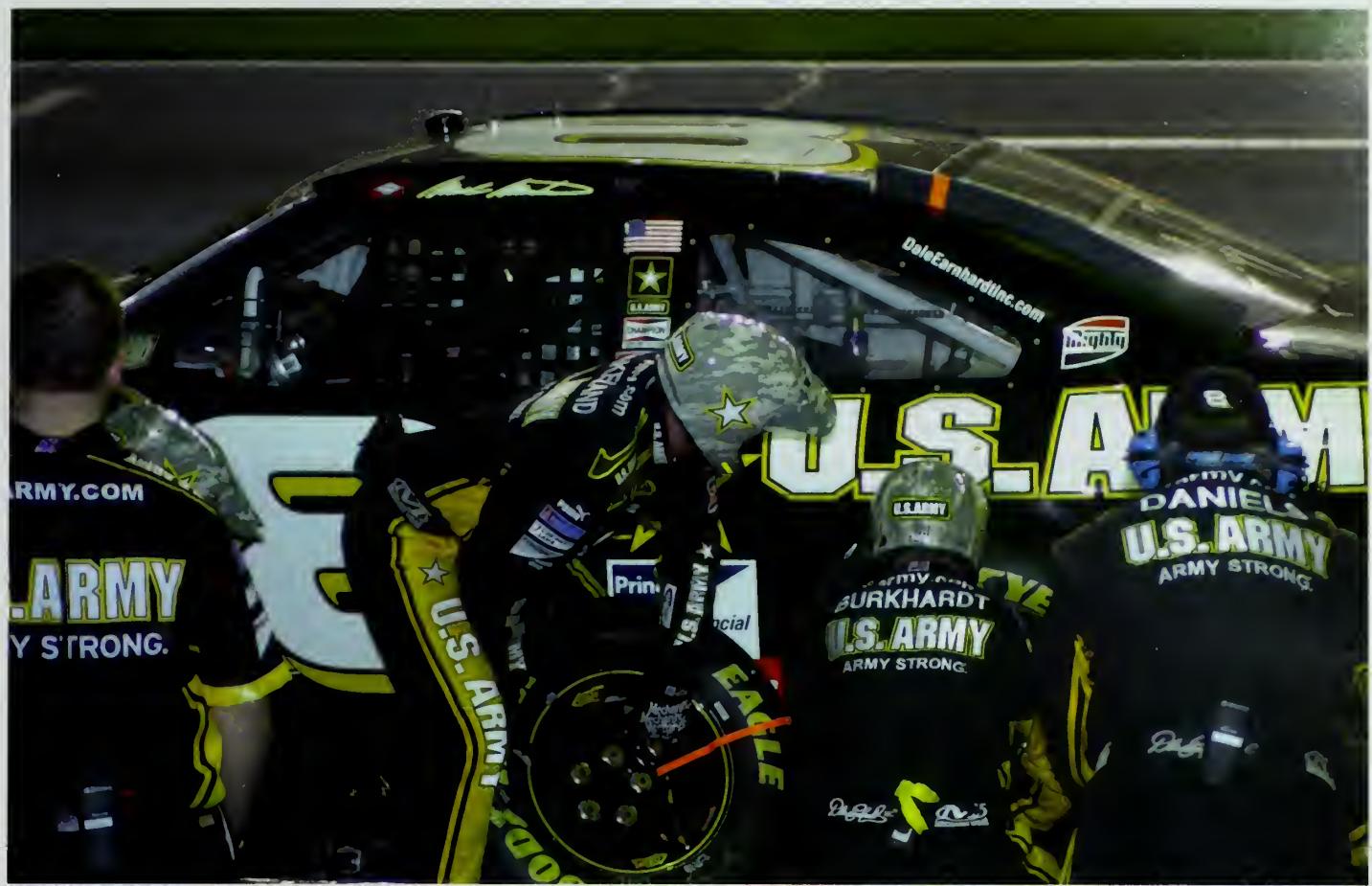
From the user perspective, Knowledge Zone provides "right-now knowledge" in a short period of time. The value proposition to the end user is that the specific piece of information they require is available when it is needed. The end-user inevitably spends less time trying to find someone to answer questions and resolve issues.

Another feature available through Knowledge Zone is that end-users are able to become more consistent and more effective in their respective workplaces. The self-service functions of Knowledge Zone facilitates end-user competence and confidence, which allows users to develop and reinforce workplace skills that are unique to USAREC. Through application of best business practices, users develop intellectual capital in a way that enhances the organization's competitive edge.

A third benefit of Knowledge Zone is that information is in one location and is current. Natural workflows make it possible to add, delete and modify information. The knowledge base has evolved primarily from trouble tickets and ARISS feedback e-mails. Now in its infancy, Knowledge Zone is expected to grow capitalizing on all of the system's attributes.

The commercial off-the-shelf product on which Knowledge Zone is based has been in the business of providing Web enabled knowledge services since 1997. The pride of the company is the artificial intelligence engine that the keyword search is based. There is also a survey module to help gauge user satisfaction as well as live chat capability for real-time assistance.

The screenshot shows a Microsoft Internet Explorer window titled "Find Answers (Page 1 of 24) - Microsoft Internet Explorer". The title bar includes icons for the USA, a shield, and a gear. Below the title bar, there are tabs for "Answers", "Ask a Question", and "My Stuff", with "Answers" being the active tab. On the right side of the header, there is a "Help" link. The main content area has a dark background with yellow text. At the top of the content area, there are dropdown menus for "Command" and "Category", both set to "All". To the right of these are search fields for "Search Text (optional)" and "Search By" (set to "Phrases"), and a "Sort By" dropdown (set to "Default Sort"). Below the search fields, the text "461 Answers Found" is displayed. A table follows, with columns for "Answer ID" and "Question". The table lists 20 entries, each with a question and its corresponding answer ID. The first few questions relate to RSVPN errors, while others cover topics like Kerberos authentication, CAC cards, and password resets. At the bottom of the table, there is a "Page: 1 of 24" navigation element.



Mark Martin's crew work on the No. 8 U.S. Army Chevrolet during a pit stop late in the 50th running of the Daytona 500 Feb. 17 at Daytona International Speedway. Martin finished 31st in the race. Photo by Tim Hipp

## ARMY EDUCATION PROGRAM AT DAYTONA 500 A HIT WITH RECRUITERS AND COIs

By Ted Jones, Jacksonville Battalion

This year's Army Education Program at the Daytona 500 impressed recruiters with its variety of equipment and the number of students who attended. It also provided Jacksonville Battalion with an opportunity to reach out to educator COIs for their support.

"The Army Education Program here at the track helps us get more exposure to prospects and COIs because it shows a different side of the Army than what people think," said Staff Sgt. Michael Brown, a Melbourne recruiter.

"It helps build rapport with the staff and students of the schools as well as important people in the community. It helps get the Army name out and educate people about what we do and, hopefully, get a lot of folks interested in our program and its benefits."

Brown said that the opportunity for the students to see and handle Army gear and equipment at the education program was a big help.

"This way they can get some hands on with some of our advanced equipment and technology and we can answer

questions they may have. We can explain to them the new technology of the Army and effects of it for the Army of the future," said Brown.

"A lot of the students are interested and motivated by this. They've asked how they can contact us, how their parents can get in contact with us, how we can explain more about the Army to them."

It was also about the future, according to Sgt. 1st Class Jefferey Bumb, Daytona recruiter.

"These type events are most beneficial to us not only for name brand recognition of the Army but for the opportunity to plant some seeds today. So that when a young person who came here today starts thinking about their future, they will consider the Army," said Bumb.

The event was an opportunity for recruiters, students and educator COIs to hear Army driver Mark Martin talk about his relationship with the Army.

"I couldn't be more proud of my participation. It is a real honor for me to be part of the U.S. Army team," said Martin. "For me, I feel like I have built a reputation of integrity and

strength and honor, a lot of the values the U.S. Army has. Those values are important to me. It feels like a very good fit for me. It is exciting to see so many young people with such great attitudes doing great things for our country. Soldiers are my heroes."

Commenting on the technology required to develop and perform in a top flight NASCAR race car and the technology in the Army, Martin said, "The technology that is required today to perform in any field is really high tech. It is quite a bit different than it used to be. So in this day and age, education is paramount, much more than ever before. Technology is such a part of the fabric of what we do today in any kind of field, especially a competitive field. Obviously it is that way with race cars, but also with everything. Some version of a computer is used in practically everything. Our cell phones are getting more complex. I consider a cell phone a computer. It is pretty interesting."

Interesting was what Palm Coast High School senior Robert Van Horn discovered during his time at the Army Education Program.

"This event was very professionally done. They gave me a lot of information I can use. The other services' recruiters talk you to death and bore you. This caught my interest. They showed us the weapons, all the cool stuff. It shows how you can be involved in the Army with more than what you'd normally think. It helps erase some of the stereotypes of the Army. It was cool to see and hear Mark Martin. This has shown me that the Army has a lot more careers than I thought. I had no idea the Army was involved in racing or auto mechanics."

Van Horn said, "I can definitely see the connection between the technology in the Army and the civilian world. A lot of the cool stuff in the Army you can use in the civilian world."



Army leadership requests COI support. (L-R) Command Sgt. Maj. Donnel Daniels, Jacksonville Battalion command sergeant major; Lt. Col. Rick Emerson, Jacksonville Battalion commander; and Col. Rodney Symons, 2d Brigade commander, speaks with retired Lt. Col. Brian Whalen, JROTC instructor, Astronaut High School, in Titusville, Fla.  
Photo by Ted Jones



Mark Martin speaks with COIs. Photo by Ted Jones

**"I couldn't be more proud of my participation. It is a real honor for me to be part of the U.S. Army team." — Mark Martin, NASCAR Army Driver**



Left, Sgt. 1st Class Scott Gellin, Daytona station, talks to students at Atlantic High School.

## No. 8 U.S. Army Chevrolet is Show and Tell at Florida High Schools

*Story and photos by Ted Jones, Jacksonville Battalion*

Daytona Company recruiters used the No. 8 U.S. Army Chevrolet Show Car to generate leads and contracts at local high schools recently during the week leading up the Daytona 500.

The car was center stage at Deland High School in Deland, Fla., Feb. 14. Marilyn Smith, a career counselor, came by to take a look at the set up.

"I think it's wonderful that the Army is here to see the students with this because racing is big here and to represent the Army as a branch of Armed Forces. We just love having you here."

The presence of the show car at Deland High was part of the local recruiters' outreach to make students more aware of the opportunities they can get from an Army enlistment.

The working replica of the car driven by Army driver Mark Martin in the Daytona 500 and the NASCAR Sprint Cup Series was on display in the central courtyard for several hours and a number of Deland High students turned out to have their photo taken during the exhibit.

Army Sgt. 1st Class Leonard Torres, the Army recruiter for Deland High School, summed up the Army's perspective.

"The Army Show Car attracts a lot of students. They are NASCAR fans and like the environment of racing. This helps draw the attention of the students and helps them to see another side of the Army and enable us to share with them opportunities they may not be aware of."

Stephen Borchik, a junior, was one of the students who stopped by. "I think it is interesting. It something that students can do to have some fun and to see what Army recruiting is like. It's nice; I like it."

The next day the show car packed them in at Atlantic High School in Daytona Beach. Sgt. 1st Class Scott Gellin accompanied the setup at the school.

"Having the No. 8 car here has a very large impact on the students," said Gellin. "Obviously this is a NASCAR community and these students have grown up around racing, so to be able to bring the car out where they can interact makes it a great experience for them. Plus it shows a different side of the Army; it shows that the technology we utilize in Army parallels the technology used by DEI Racing to design, build and compete in the competitive high tech world of NASCAR racing. This helps draw the attention of the students and helps them to see another side of the Army and enable us to share with them opportunities they may not be aware of."

Helen Tucker, Atlantic High Career Connections Facilitator, said the Army Show Car was helpful for the students.

"We have to prepare our students for the technology of today's world. With something like this race car, they can see that there are opportunities in the Army that help them learn about technology, prepare them for future employment and put them at the top of their field even after the Army."

Charles McCluskey, a senior, was impressed by what he saw.

"After talking to the recruiters here, it has opened my eyes more about going into the Army. I was interested before but seeing the car here has really been motivating. The connection between the technology to build a race car and the technology in the Army makes me feel safer. Technology is important."

Richard Welsh, a junior, liked the technology of the Army.

"I find that the Army actually cares a lot more than a lot of the branches. To bring out the Army race car to a high school is pretty amazing. I enjoy joking around with the recruiters; they make you feel like real people and yeah, I do want to join. And like Charles said, because of the technology of the Army I feel safe in joining. I feel like I can be barricaded by the Army's technology," said Welsh.



Sgt. 1st Class Leonard Torres, Deland station, mans a table setup at the show car appearance at his high school.

# Tae Kwon Do Master Joins Army

By Walt Kloeppe, RJ associate editor

**W**hen 6th degree tae kwon do master, Gary Nistler, walked into the Irmo, S.C., recruiting station, his focus immediately went to the seven Army values posted on the walls. The reason — they mirrored the seven tenets of the International Tae Kwon Do Alliance, a worldwide martial arts alliance consisting of more than 200 training schools.

"I didn't know what the Army core values were word for word so I looked them up. I went down to the recruiting station and saw them everywhere and was really tickled that the ITA, in its wisdom, matched step for step with what the Army is promoting," said Nistler.

Nistler, 40, joined the Army in 1987 at age 19 as 11B, airborne infantry. During training, he caught pneumonia, which caused a lung to collapse, taking him out of jump school. He was medically processed out.

"They said I probably wouldn't walk more than a half mile without getting winded. 'You're pretty much done for,'" said Nistler. "I'm not a done-for kind of person so I immediately started training again after my out-processing."

After two years of exercise, running, and continuing martial arts training, he continued to get re-evaluated by the Veterans Administration Center on how his lungs were doing. There was a continual improvement. While in college, he received a letter that the Army wanted him back but Nistler declined in order to finish college — graduating with a bachelor of arts in psychology and English.

After college, Nistler started running martial arts schools until he eventually started his own chapter of the ITA in Irmo in 2001. September 11, 2001, came one month before Nistler was to marry.

"I was driving in my car going to a (martial arts) class with my instructor in Augusta and I heard the 9/11 incident. We didn't do our training, we just sat there and talked about how shocked we were of this," said Nistler.

Talking to his fiancé, he told her, "Look, I want to go back in. Our country has been hit, it's my job to go out and protect it."

She was very hesitant at that point. She didn't want it to happen. I respected her wishes, we didn't do it then.".

## Going Back in at 40

"At 40 years old — is this something I can still do and go back in and fulfill my dream of an Army career?" asked Nistler of Staff Sgt. Thomas Johnson, a recruiter in Irmo, 'Yes, you can,' said Johnson.

Nistler's wife said 'yes, you can' as well.

"Now she is very positive about it. She knows we're at war and there's a high probability that lieutenants go to war, that's their job."

Johnson worked with Nistler on the necessary medical and age waivers for enlistment.

"They worked super hard to get me mentally prepared, get my paperwork done, and a lot of physical training and here we are, five days away from going off to Officer Candidate School," said Nistler.

"He was very patient compared to most my OCS applicants," said Johnson. "He was always energetic and ready to go. I was surprised that a 40-year-old can still do a lot of the things that a 17- or 21-year-old can do when it comes to physical fitness."

Nistler says the leadership skills he's gained through tae kwon do physical training — leading by example, understanding of the human will, and what motivates people, will help him communicate well with Soldiers.

"You have to be adaptable to the situation. Our leadership is partly command leadership to work on intensity level but also transformational so that everyone is inclusive. Having the understanding of command base leadership versus transformation leadership, I think those will be areas that I can work on and improve on with the Army training," said Nistler.

Nistler wanted his son to know what the Army was about also.

"I took my five-year-old to the recruiting station to meet with Sergeant Johnson, who was my recruiter. I wanted him to



Gary Nistler (left) with USAREC Command Sgt. Maj. Martin Wells. Nistler was Well's tae kwon do instructor in South Carolina. *Courtesy Photo*

see what the Army men looked like and how Army men act so that he becomes more a part of this organization."

As Nistler walked through the station, he was greeted with 'hello sir' and 'how are you doing sir' by the recruiters.

"I asked my son, what do you notice about these people? 'Daddy, they're so polite.' I said that's good, what tenet is that? 'That's courtesy, these guys are very courteous.' It made an impact on a five-year-old. Everybody was courteous, everybody was respectful. Some people, without understanding the core values may have a different look on the military, but when a five-year-old can pick up on that, we're doing something right," said Nistler.

#### Nistler's Message to Older Candidates

"It's very doable if you set your mind to it — you set your heart to it — you have a good support system. Sergeant Johnson did a very good job on me I feel, letting me know what I would need to do physical fitness wise, paper work wise, he was a very good recruiter," said Nistler.

"We're all living older now. I think I'm in better shape now than when I was 20 and 30. I think the Army understands that and is allowing for people to pursue military service. I'd encourage them to do that. I would think that to have that sense in yourself, 'I want to help my country,' the military service is the right place to do that and I think that would be a very positive move for anybody."

Nistler entered into Officer Candidate School in March and graduates in June.

#### CSM Martin Wells—A Student of Gary Nistler

USAREC Command Sgt. Maj. Martin Wells was a student of Gary Nistler when stationed at Fort Jackson, S.C.

"One of things that struck him (CSM Wells) as important about the school was when he walked in, he saw the tae kwon do tenets on the wall. He said 'Sir, those are almost hand for hand for the Army core values,'" said Nistler.

Wells became a black belt within two years of training under Nistler. He and Nistler became friends, talking a lot about the Army. As Nistler became more interested about the possibility of rejoining, Wells encouraged him to go for it.

"He's a stand-up guy. He is been 100 percent supportive of my move here. Sends me encouraging things (e-mail), 'you can persevere,' 'you can do it'. That has been very helpful," said Nistler.

"Mr. Gary Nistler is a great teacher who has had a positive impact on his family, students and their parents for many years now," said Wells. "He lives the tenets of tae kwon do and the Army Values each and every day. He is a patriot and has the heart of a warrior and a strong desire to, once again, serve our nation as a Soldier. I am proud to call myself one of his students and look forward to serving with him in the ranks of the world's greatest Army."

"My goal is to continue to teach tae kwon do at a club level if possible on the different bases I get deployed to," said Nistler.

#### Army Values

Loyalty

Duty

Respect

Honor

Selfless Service

Integrity

Personal Courage

#### 7

#### Tae Kwon Do Tenets

Honor

Courtesy

Integrity

Perseverance

Self Control

Courage

Community

# The USAREC Community, Keeping Children and Families Safe

*By Jack Nix, Family Advocacy Program manager*

Everyone shares responsibility for keeping our children safe from child abuse and neglect. Parents have personal accountability for their children's protection. Command and all USAREC community members share with parents the duty to create a supportive and secure environment for children and families.

One of the most important campaigns to support military families is the campaign against child abuse and neglect. From year to year, between six and seven Army children per 1,000 are involved in substantiated cases of abuse and neglect each year. This number is far below the civilian statistic of 13.9 per 1,000. But it is still unacceptably high.

Although all of the causes of child abuse and neglect are not known, a significant body of research has identified several risk factors and protective factors associated with child abuse. Studies also have shown that when there are multiple risk factors present, the risk is greater. For example, lack of preparation or knowledge of critical issues surrounding parenting, financial or other environmental stressors, difficulty in relationships, and depression or other mental health problems can all lead to abusive or neglectful behavior.

Parents may lack an understanding of their children's developmental stages and hold unreasonable expectations for their abilities. They also may be unaware of alternatives to corporal punishment or how to discipline their children most effectively at each age. Parents also may lack knowledge of the health, hygiene and nutritional needs of their children. These circumstances, combined with the inherent challenges of raising children, can result in otherwise well-intentioned parents causing their children harm or neglecting their needs.

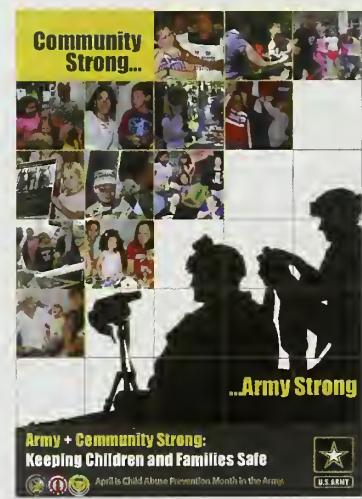
The goal of child abuse prevention is simple, but very

important — to stop child abuse and neglect from happening in the first place, sparing children and families emotional and physical trauma and decreasing the need for costly intervention and treatment services. The best way to prevent child abuse and neglect is to support families and provide parents with the skills and resources they need.

Prevention efforts build on family strengths. Through prevention activities such as parent education, home visitation, and parent support groups, many families are able to find the support they need to stay together and care for their children in their homes and communities. Prevention efforts help parents develop their parenting skills, understand the benefits of nonviolent discipline techniques and understand and meet their child's emotional, physical and developmental needs. Prevention programs also can help parents identify other needs they may have and offer assistance in getting that additional support.

Child Abuse Prevention Month is an opportunity to highlight the role we all can play to support parents and families. This month — and throughout the year as we consider child abuse prevention — our attention is best focused on prevention efforts that create healthier environments for children and foster confident, positive parenting.

We all need to do our part in seeing that our children are safe from abuse and neglect and that their families get the help they need. Child abuse prevention depends on leadership from command and parents to mobilize the community for the protection and care of all children. It is everyone's responsibility to keep children and families safe.



# The Season of Twisters

By USAREC Safety Office

**E**ach year tornadoes kill or injure hundreds of people. Thousands of homes are destroyed. Whole buildings disappear, and only their basements are left.

No one can stop a tornado. But you can get out of its path. That's why the USAREC Safety Office is providing information to let recruiters and their family members know when a tornado can develop or has been sighted. It's important for every recruiter to remember which places are safe - and which are dangerous — when a tornado is in the area.

A tornado is a severe storm. The winds in a tornado spiral around a wide funnel that is big at the top and small at the bottom. The wind may spin more than 200 miles an hour around the funnel while the tornado moves across the land. Tornadoes are usually accompanied by hail, severe thunderstorms and wind. The noise of a tornado is loud — like that of a large jet airplane — that it blots out the sound of crashing buildings and falling trees.

Air pressure inside the tornado is very low, as though there were a "hole" in the air. Outside air spins into the "hole," carrying dust, dirt, sticks, pieces of glass and even large objects. Houses may be caved in by the wind and the pieces carried away by the storm.

Most tornadoes move from the southwest to the northeast. Generally, tornadoes occur in the spring in the late afternoon on a hot day. But remember, tornadoes can happen at any time!

When a tornado threatens, immediate action can save lives. Stay away from windows, doors and outside walls. Protect your head.

**IN HOMES OR OTHER SMALL BUILDINGS** go to the basement or a place in the middle of the house, like a closet, bathroom or interior hall, that's on the lowest floor. Get under something sturdy.

**IN SCHOOL**, be calm and follow the direction of your teacher. Stay away from auditoriums or gymnasiums with wide, huge roofs that could collapse easily.

**IN SHOPPING CENTERS OR VERY LARGE BUILDINGS** look for a predesignated shelter. If there isn't one, a middle hallway on the lowest floor is the next best place to take shelter.

**IN MOBILE HOMES OR CARS**, leave them and find shelter in a building. If there is no shelter nearby, lie flat in the nearest ditch, ravine or culvert with your hands shielding your head.



Prattville Station, Ala., was damaged during a recent tornado. Windows were broken at the station and damage occurred to one government vehicle.

## Tornado Awareness Safety Bulletin

When skies look threatening, listen to radio or TV. The National Weather Service tracks weather systems with radar and can usually give adequate advance warning of severe weather conditions. A **tornado watch** is issued when there is a good possibility a tornado could develop from severe storms. A **tornado warning** means that a tornado has actually been sighted in the area or indicated by radar, and shelter should be taken immediately. Many communities also have arranged special warning systems, such as air raid sirens.

Memorize the list of safe places to take shelter. Look for designated shelters at shopping centers or other public places, just in case you might need to find one quickly in the future.

Remind your family of tornado safety precautions. Your family may even want to conduct a "tornado drill" so that everyone knows what to do if a tornado threatens.

By thinking calmly and clearly and helping one another, recruiters can limit the injury and destruction tornadoes can cause.

Tornadoes are frequently accompanied by lightning, and lightning can be a killer too. Here are a few tips to protect you when lightning threatens:

- Try to get inside a home or other building or inside an all-metal vehicle. Avoid using the telephone, except for emergencies.
- If you're caught outside and haven't got time to reach a safe building or car, go to a low place such as a ravine or valley. Be alert for flash floods. In a forest, find shelter in a low area under a thick growth of small trees.
- Avoid standing in small, isolated sheds or other small structures in open areas.
- A tall tree acts like a lightning rod. Avoid tall, isolated trees in open areas. Don't stand so you project above the surrounding landscape (such as standing on a hilltop, in a field, on a beach or in a small boat). Stay away from open water.
- Avoid the following: tractors and other metal farm equipment. Motorcycles, golf carts, bicycles, golf clubs, wire fences, clotheslines, metal pipes, rails or other metallic items which could carry lightning to you from some distance away.

## Newlyweds Go to Basic Training

*Story and photo by Vernetta Garcia, Columbia Battalion*

Recent Kings Mountain High School graduates Jack and Crystal Smith were married December 26. The newlyweds spent their first Valentine's Day as a married couple preparing to leave for basic training.

"We are very excited," said Crystal. The high school sweethearts left together Feb. 20, for initial training at Fort Jackson, S.C. Then, together, they will go to Fort Huachuca, Ariz., to train in the military intelligence field.

The couple met during choral class at Kings Mountain High School, Shelby, N.C. Music is their passion. They both regularly participated in high school musicals and theater.

"Jack was always interested in music and self-motivated," said Sherry Young, assistant choral director at Kings Mountain. "One thing that really impressed me about them was that they were always very supportive of each other; they helped each other along."

Joining the Army together is an ultimate example of their support of each other.

Jack has always thought about going into the military.

"It's kind of a childhood dream," he said. Jack said that almost every member of his family has participated in the military at some point. So, after running into an old friend who had joined the Army and receiving the card of Staff Sgt. Timmy Hammonds, Shelby recruiter, Jack knew it was time to take the first step.

Initially Jack met with Hammonds alone, but Crystal said she had a lot of questions about his decision and wanted to also talk with Hammonds. After Hammonds answered all of her questions, she was convinced that the Army was the path for

her as well. Jack was initially hoping to become an Army combat engineer. When they realized they could get a challenging job in intelligence and be together, they jumped at it.

They are looking forward to attending airborne school during their four-year enlistment. They also hope to attend Officers Candidate School in the future. "Our plan is to retire from the Army," said Crystal.

Crystal's father was an Army doctor, so she knows a little about Army life and traveling. She was born in Fort Lewis, Wash., and has lived in several cities in Illinois. She moved to the Shelby area five years ago. Jack was born and raised in Shelby, N.C.

"They are go-getters and will be great soldiers," said Hammonds. "One has great leadership and the other has outstanding leadership," grinned Hammonds. He declined to say which was which.



**Newlyweds Crystal and Jack Smith with their recruiter, Staff Sgt. Timmy Hammonds of Shelby company. The two are jointly joining the Army to serve in the intelligence field.**



## Recruiter's Jeep is Army Strong

Sergeant Justin Ellis, an AGR recruiter in Marion, Ohio, wanted to show his love for the Army. After serving in the Army and deploying for Operation Enduring Freedom and Operation Iraqi Freedom with a tour in Iraq in 2003, he returned to the U.S. and was honorably discharged from the Army in March 2004.

Ellis joined the Army Reserve as part of the 84th Division and the 100th Division in Milwaukee, Wis. He then volunteered to be an Army Reserve recruiter. When the Army transitioned to putting graphics on government vehicles, Ellis was moved and thought how could he better do his job then to advertise the Army on his personal vehicle. Ellis says he's constantly asked for business cards and for his car to be in car shows and parades. Jeep Magazine has recently published an article about his Jeep.

**"This is not my job or my career, this is my life. Everything that I am, everything that I have, and everything my family is built on is because of the Army," said Ellis.**

## Army Advantage Fund Working for Montgomery

*Story and photo by J. B. McCollister, Montgomery Battalion*

Lt. Col. L. Wayne Magee Jr., Montgomery battalion commander, hosted a luncheon for 42 educators, civic leaders and business owners from Montgomery and Autauga Counties to kick off the Army Advantage Fund.

The Army Advantage Fund offers a maximum of \$40,000 for the down payment on a home or seed money to start a small business. The intent of the incentive is to target a segment of the youth population that would not normally consider an enlistment in the Army.

The luncheon was held February 13 at the Retirement Systems of Alabama Activity Center in downtown Montgomery. The guests were seated at tables with a Soldier/recruiter at each, allowing the guests to ask questions not only about this new incentive, but Army enlistment incentives and benefits in general.

Magee opened the luncheon with a few thoughts on the true meaning of being a Soldier. He then introduced 2d Brigade Deputy Commander Col. Jeffrey Young, who shared his thoughts on the current status of this year's recruiting efforts and solicited the support of the guests to help man America's Army.

Col. Anthony Crutchfield, deputy commander and chief of staff of Accessions Command, talked about the challenges to recruiting during a time of extended conflict. He then posed the

question "Is the Army having problems recruiting or is America having problems manning their Army?" He stressed that it is America's Army and that we need the help of her citizens to carry out our mission, to protect this great country.

Magee closed the luncheon with a presentation to Hobson Cox, a local business owner and Kevin Elkins, a local radio personality. Both agreed to be community partners with the Army in promoting the Army Advantage Fund.

Thirty-five of the 42 guests completed pledge cards to become Community Partners in support of the new program. Many of the guests requested additional information on the program to share with their co-workers and friends.



**Col. Anthony Crutchfield, deputy commander and chief of staff of Accessions Command, talks about what it means to be a Soldier and how the Army instills core values that make an individual a valuable member of the Army and the community.**

## Soldier Reenlists from Old High School Hangout

*By Liz Warnke, New England Battalion*

Pats Peak, located in Henniker, N.H., is the place to be for local skiers and Army ceremonies as well.

"I grew up in Manchester, N.H., and when I was in high school, a lot of my friends and I would go there to ski and

snowboard," said Staff Sgt. Brian Shelton of Concord Station. "Ironically, that is now the area that I cover as a recruiter."

Pats Peak is located in a small town setting, according to Shelton, but has a significant military presence in the community.

Shelton felt that having his reenlistment at the top of Pats Peak would provide local community members a glimpse into a Soldier's world and perhaps spark their interest in serving their country.

"A lot of the people that work at the mountain or go there to ski and snowboard either go to our schools or to the college that is located about a mile away from the mountain," said Shelton.

With ski lifts and ski trails as a backdrop atop the peak of the mountain, Capt. Arnold Hammari, N.H. company commander, conducted Shelton's reenlistment ceremony while his fellow Soldiers stood at attention.

"It was exciting for us to be a part of this reenlistment ceremony," said Lori Rowell, Pats Peak Director of Marketing.

Pats Peak also posted the photos and a press release on their Web site, as well as releasing the information to the local media.



**Staff Sgt. Brian Shelton of Concord station reenlists at the top of Pats Peak in Henniker, N.H.**

## Mom Was So Impressed, She Joined Too

By Stacie Shain, Indianapolis Battalion

When high school junior Brandon Srinamyom sat down with a recruiter and decided to join the Army Reserve, his father, Randy Hacker, was pleased. The father and son had talked about Brandon's joining the military several times, and Randy thought enlisting in the Reserve was in his son's best interest to earn money for college.

But when Randy's wife, Stephanie, told him a few days after Brandon's meeting with Sgt. Joseph Ooley from the Bloomington, Ind., recruiting station, that she also wanted to join the Army, he got really excited.

"I was very supportive and very excited," Randy said. "I thought it would be a great opportunity for the both of us. I immediately called Sgt. Ooley and asked if he could come talk to us about her going active duty."

Said Ooley: "She was ready. It was right before New Year's, and Randy called and said Stephanie wanted to join the Army. I was surprised. Sgt. 1st Class Stephen Downs and I had just met with Brandon and enlisted him in the Reserve. I had no idea Stephanie was even interested in the Army."

Stephanie Hacker said she liked what Ooley said about the Army providing training and money to go to college.

"I am working as a certified nurse's assistant at a nursing home, but I eventually want to become a nurse," said Stephanie. "After Sgt. Ooley talked with Brandon, I started thinking about it deeper and deeper. I've lived in Martinsville my whole life, 31 years. I was ready to go and do something else."

Stephanie's enthusiasm for the Army was also met with a dose of reality. The family would move from Martinsville to Stephanie's first duty station, uprooting all four children from school.

"We talked about it as a family, and we made a family decision," Stephanie said. "The whole family was excited about my joining and ready to move to a post."

Randy, who works as a carpet and tile installer, saw a chance to move as a better opportunity for everyone. "Work has been kind of slow around this particular area, and I think it will be a good opportunity for Stephanie to be in a stable career and a better opportunity for me to find better work."

But those opportunities come at a price. When Stephanie left for basic training at Fort Jackson on Feb. 5, Randy was left to take care of all four children.

"I left him a lot of instructions," Stephanie said, laughing.

"Everyone's okay with it. They all understand the sacrifices and why we are making them."

Brandon is making perhaps the biggest sacrifice of all — his senior year. After being in school with the same classmates since kindergarten, Brandon will finish high school at a yet-to-be-determined location. He'll meet the rest of his family in August after completing basic training.

"I won't know where I'm going until after I graduate from basic training," he said, referencing that the family will move to Stephanie's first assignment while he is at Fort Jackson.

A wide receiver for Martinsville high school last season, Brandon said he looks forward to playing football on a new team.

Ooley told Brandon that he'll have a whole new perspective on his senior year of high school.

"I told him that when he's in his senior year, he'll look around and see what he did over the summer and look at what his classmates did," Ooley said. "The other kids will have just been hanging out over the summer doing what kids do, while he will have gone through basic training and be more physically, mentally and emotionally mature."

Said Brandon: "I really don't listen to my friends when they tell me I'm ditching them. They'll be here doing nothing, and I'll be out making something of my life."

Brandon said his main interest in joining the Army was the college tuition benefits. "All the opportunities for education sold me on it," he said. "I'm joining the Army knowing that I'm going to be able to do something with my life."

In spite of the sacrifices, the family is excited about their futures.

"It's all Randy can talk about," Stephanie said. "He's out telling everyone he sees that his wife and son are joining the Army and we're moving."

"It's hard to leave my family behind to go to training, and my friends don't want us to leave. And sometimes I can't believe it's happening either. It's all happened so fast, and I never expected to do this. But we're all excited and looking forward to the opportunities and changes."

And the family's Army Strong commitment may not be over. Brandon's 16-year-old sister, Brittany, is thinking about joining next year when she is a junior.



**Sgt. Joseph Ooley met with Brandon Srinamyom and Stephanie Hacker at the Martinsville, Ind., Chili's restaurant to answer any last-minute questions Hacker had before going to basic training on Feb. 5. Srinamyom leaves for BCT in June and will join the rest of his family at Hacker's first duty station to finish high school.**

## Buckmasters Salutes Wounded Heroes

*By Captain Brian E. Bettis, Montgomery Battalion*

The first annual Buckmasters Takin' Heroes Huntin' kicked off at Sedgefields Plantation in Dallas County, Ala. For two Soldiers, Sgt. 1st Class Michael Sninsky and Spc. Allen Grenier, the experience goes beyond the dreams of taking a big 140-class Alabama buck during the rut. The fact that they are out in the woods with well-versed hunting guides has made their journeys to the Heart of Dixie ones they will not soon forget.

"I remember watching Mr. Bushman on TV when I was young, and when I called home to tell my family, they all thought I was lying," said Grenier who is assigned to the medical hold battalion, in Fort Benning, Ga.

Both Sninsky and Grenier were selected to participate in the First Annual Salute to Heroes sponsored by Buckmasters for their love to hunt and their dedication to their country.

Sninsky was severely wounded after surviving a gunshot wound to his head and multiple other wounds sustained during combat. As a father of three children, his wife jokingly teased him before the hunt that he would probably miss the buck of a lifetime.

Grenier grew up on a small farm in Missouri and has been hunting with his family his entire life. After sustaining multiple shrapnel wounds in his lower extremities and three surgeries reconstructing his ankle, he understands how fortunate he is to be alive.

"I know how lucky I am, and over the holidays, I had a tough time thinking about my friends who didn't come back to their families," said Grenier.

A year ago, Maj. Gen. Thomas Bostick, USAREC commanding general, had a vision for wounded heroes to be able to participate with Buckmasters and fulfill a dream to hunt with a professional organization.

Jackie Bushman, the founder and CEO of Buckmasters, is an unbelievable supporter of the Army and wanted to get involved with helping Soldiers during a time of need.

"I am excited and extremely proud of all of our service members for their sacrifice," said Bushman.

Bostick's intent is to turn this into an annual event for wounded heroes returning home. "Jackie Bushman is a great guy and true supporter," said Bostick.



**Sgt. 1st Class Michael Sninsky with his first eight-point buck, alongside Buckmaster CEO Jackie Bushman and Capt. Brian Bettis of Montgomery Battalion. Photo by Sgt. Scott Seymour**

During the three-day event, Buckmasters provided great food, drinks and the finest entertainment by country music star, Mark Chesnutt, who sang around the campfire for those who were involved.

"I am a huge supporter of our military and thank them for their sacrifices," said Chesnutt.

"This is not only an event for our wounded to have fun in, but also to encompass the support effort of recruiting through combat multipliers," said Lt. Col. Wayne Magee, commander of Montgomery Battalion. On the last day, several centers of influence stopped by to thank Grenier and Sninsky for what they have sacrificed.

Magee initiated a joint program more than a year ago with the game wardens who help the Army recruiting effort. In the past, when game wardens entered a high school to gain interest of young men and women, they always told the students they needed to be 21 and older. Now, with an Army recruiter by their side, they brief them to join the Army, gain the experience and maturity, and come back to work for them.

The first annual Takin' Heroes Huntin' proved to be a success thanks to the support of Buckmasters and Jackie Bushman. Grenier and Sninsky will never forget the experience and for those who will get the opportunity in 2009, they too, will be a part of something great.

## Army Stands Up Contracting Command

*By Gary Sheftick, Army News Service*

The U.S. Army Materiel Command activated the Army Contracting Command (Provisional) March 13, which will oversee more than \$85 billion in contracts annually and focus on maintaining and improving the Army's ability to respond globally in support of warfighters' needs.

AMC Commander Gen. Benjamin S. Griffin introduced Jeffrey Parsons as the new executive director of ACC, telling the audience the 5,800-strong command would allow AMC to better support the Army in sustaining, preparing, resetting and transforming.

"Our goal is to focus on customers," Griffin said. "Structured to better serve



**Jeffrey P. Parsons prepares to accept a flag during the standing up of the new Army Contracting Command (provisional) March 13 at Fort Belvoir, Va. The new command will provide global contracting capability in support of warfighter needs across the full spectrum of military operations. Photo by J.D. Leipold**

the warfighter and to look for ways to improve our support, we will provide a single face to the customer for contracting support, working hand in hand with our Army field support brigades.

"We recognize that still much more must be done to reach where we want to be," Griffin said the stand-up was a historic event, not because it was a new command but because the Army was

demonstrating to OSD leadership, Congress, and the American taxpayer that Army leadership was serious in taking steps to regain confidence in Army contracting and ensuring that it becomes one of the Army's core competencies.

Parsons told the audience that his new command would be world-class providers of contracting support to warfighters whenever, wherever to meet their needs.

"At the same time we must balance those needs with being good stewards of our taxpayer dollars," Parsons said. "Even one instance of procurement fraud, waste or abuse is unacceptable no matter how small the infraction may be. The American taxpayer puts their trust in us and we should not and will not tolerate any violations of this trust."

Parsons also said it was imperative the Army train and develop contracting personnel to execute its contracts responsibly and that the Army "must be more pure than Ivory soap as even a 1-percent error equates to \$850 million."

Additionally, the Army will grow its contracting officer and noncommissioned officer corps by more than 900 Soldiers in the active, Guard and National Guard and will establish a warrant officer contracting branch that will add an additional 120 military personnel to the deployable force.

Parsons said the warrant officers will maintain the contracting technical expertise to support expeditionary operations, and they will play a key role in training officers and NCOs as they begin their contracting careers.

ACC will provide oversight to Installation Contracting Command under Bryon J. Young, who will oversee contracting support to Army and federal agencies at continental U.S. installations and provide contracting support for all common IT hardware, software and services on

behalf of Army and Defense Department organizations.

Additionally, ACC will oversee the Expeditionary Contracting Command headed by Col. Camille M. Nichols, who will support Army service component commanders and the joint warfighter to Army and other federal agencies at overseas installations.

## Components Report Recruiting Success

*By Donna Miles, American Forces Press Service*

All active and reserve components met or topped their recruiting goals for February, Defense Department officials announced March 3. The February successes marked the ninth straight month in which all four services met or exceeded their active-duty goals.

The numbers came as particularly good news within the reserve components, which experienced some recruiting shortfalls in December and January following a strong November. The Army recruited 6,120 active-duty Soldiers in February, topping its goal by 2 percent. It also recruited 3,599 into the Army Reserve.

Defense officials expressed confidence that across-the-board successes throughout the reserve components put them back on track toward achieving yearly goals by Sept. 30. Assistant Defense Secretary for Reserve Affairs Thomas F. Hall said he's delighted that the reserve components have achieved 109 percent of their year-to-date recruiting goals through the first five months of fiscal 2008 — October through February.

Hall said he's often asked why recruiting numbers are so good despite the fact that the war on terrorism puts continuing stress on the military. "The answers are many, but primarily our recruiters are working hard, and the taxpayers are offering exceptional pay and benefits to our troops," he said.

"And most importantly, in my view, these young Americans are demonstrating that patriotism and national service are alive and well. We are proud of these young Americans and are honored to serve alongside and with them."



**Stability operations take on added importance in the new FM 3-0.**  
Photo by Staff Sgt. Mike Pryor

## Army Unveils New Field Manual for Operations

From Army Stand To!

Field Manual 3-0, Operations, is one of two Army capstone manuals and is the first significant revision in operational doctrine since 9/11. Reflecting more than six years of wartime experience, this manual is the blueprint for operating in an uncertain future.

The Army recognized that the next several decades will be an era of persistent conflict that will generate continuing requirements for military forces. FM 3-0 discusses changes in the complex and volatile operational environment, and how we need to prepare Soldiers and leaders to operate in that environment. The FM provides the overarching doctrine of how the Army will conduct operations to defend the nation, protect vital interests and fulfill national military responsibilities.

FM 3-0 does not focus exclusively on current operations, but also addresses the needs of an Army responsible for deploying forces promptly anywhere in the world (its expeditionary capability) and operating for extended periods in any environment at any point across the spectrum of conflict, from stable peace through general war (its campaign capability). FM 3-0 institutionalizes simultaneous offensive, defensive and stability or civil-support operations as the core of the Army's doctrine.

For the immediate future, a mobile training team will visit each division,

corps, schoolhouses, and other locations if requested, to help Soldiers and leaders "internalize" FM 3-0. A dedicated education program will help propagate the field manual's ideas throughout the force. The Combined Arms Center (CAC) at Fort Leavenworth, Kan., has designed a multifaceted approach to educating Soldiers on the new field manual, including a study guide on CD-ROM, a Web site and a chain-teaching program. FM 3-0 will be included in almost all officer professional military education, including the Intermediate Level Education (ILE) curriculum.

FM 3-0's impact on the force and the application of the doctrine will be revolutionary. Four specific points in the doctrine to note:

- The importance of stability operations is elevated to co-equal with combat (offensive and defensive operations).
- The field manual acknowledges and accounts for the critical nature and influence of information in operations.
- The field manual forges an operational concept that drives initiative, embraces risk and focuses on creating opportunities to achieve decisive results.
- The field manual emphasizes the central role of the commander in full-spectrum operations, bridging battle command and operational art in leveraging the experience, knowledge and intuition of the commander.

Soldiers are the centerpiece of formations and the strength of the nation. To ensure continued success of Soldiers, we must all review, understand, internalize and continue to improve this doctrine.

## Army Releases Fifth Mental Health Study

By Carrie McLeroy, Army News Service

"Battlemind" pre-deployment training has helped maintain the mental health of deployed Soldiers, stigma has decreased for those who seek treatment, but troops still need more "dwell time" at home, according to findings of an Army study released last month.

A team of Army behavioral health care providers shared findings of the Army's fifth Mental Health Advisory Team, known as MHAT-5, with news media at the Pentagon. Results of the study "reflect a snapshot of the morale and mental health of deployed Soldiers last fall in Iraq and Afghanistan," according to Maj. Gen. Gale S. Pollock, deputy surgeon general for Force Management.

"The MHAT-5 focused on the behavioral health of Soldiers, the behavioral health care system in Iraq and Afghanistan, and the future of behavioral health care for Soldiers engaged in combat," Pollock said. The advisory team surveyed a total of 2,994 Soldiers, 2,295 in Iraq and 699 in Afghanistan, as well as 350 behavioral health, primary care and unit ministry team members in Iraq and 87 in Afghanistan.

Leaders in both theaters of operation and at home began implementing MHAT recommendations in February, Pollock said.

The data collected via Soldier/provider surveys, interviews and focus groups led to several major findings, according to the study.

Soldiers in Iraq and Afghanistan reported similar rates of mental health problems, to include acute stress, depression or anxiety, and those rates remained relatively unchanged from other MHAT studies.

The report also showed that Soldiers across theaters shared common barriers to mental health care. In Iraq, for example, a large number of Soldiers were moved to smaller outposts to establish close contact with civilians and security forces. These moves placed them farther from health-care providers normally found at large bases, according to Pollock, who

said the Army is currently working to help make care more available.

In Afghanistan, troops are scattered over a large area, making access to care difficult.

The reports directly links behavioral health issues to multiple and longer deployments.

"What we have now is the ability to get a large enough sample size to look at those who are on their third and fourth deployments," said Lt. Col. Paul Bliese, team leader.

Within the sample group, there were about 129 Soldiers on their third or fourth deployment. Roughly 27.2 percent of those Soldiers screened positive for mental health problems, compared to 11.9 percent of those on their first deployment, and 18.5 percent on their second.

Bliese said one of the conclusions the advisory team drew from these results was that Soldiers are not getting the time between deployments to completely recover before they arrive back in theater.

"We refer to that as, 'dwell time,' and that was brought up in the MHAT-4 report as well," he said. "It is consistent with other data that we've collected back here in garrison."

Pollock said the dwell time issue is being addressed by the Army and has a lot to do with why the service is taking measures to increase total force numbers.

The MHAT-5 research pointed to improved pre-deployment training. Soldiers who participated in "Battlemind" training, were better prepared for the rigors of combat and reported fewer mental health problems, according to Pollock. The Army implemented Battlemind pre-deployment training servicewide in 2006 as a result of MHAT-4 recommendations.

The study also found that OIF Soldiers reported lower stigma associated with seeking mental health care than in 2006, suggesting outreach and prevention efforts are more effective.

Bliese described the small but steady decrease in reports of stigma as encouraging.

"Because it's such a culturally-ingrained problem (the stigma attached to seeking care), it's very unlikely that the

Army's going to change this 10-15 percentage points in any given year. So realistically we would expect a 1-2 percent change on a year-by-year basis," he said. "When we model out the change in stigma over time, that's exactly what we're beginning to see."

He credited senior leadership involvement and training for the apparent change in Army culture in terms of seeking mental health care.

"I think that the evidence that we're taking it (mental health) very seriously is the continued investment that the Army is making to ensure we have the various providers available, that we're looking at any of the barriers that the Soldiers identify that prevent them or slow them down from getting to the people that they want to talk to," she said.

said Caldwell. "They face tough challenges everyday and with the explosion outside their station made the day even tougher. I also wanted to thank the NYPD, the federal authorities involved, and our Corps of Engineers for the hard work they are all doing."

After receiving notification of the explosion U.S. Army Training and Doctrine Command directed all Army recruiting stations assume a higher level of awareness. By mid-afternoon, New York City police and investigators from the New York Joint Terrorism Task Force completed their initial investigation and the Army's Corps of Engineers stepped in to make temporary repairs and ensure the structure was safe to occupy. Within hours the recruiting center was reopened for business.

Less than 12 hours after the explosion caused damage to front of the building and entry way, Staff Sgt. Ruben Avila, the station commander, conducted a recruiting appointment in the station.

New York City Police Commissioner Ray Kelly, said the bomb was a "low-order explosive" made with powder placed in a green ammunition box. "It was not a particularly sophisticated device," he said.

In a letter to Army recruiters world-wide, the Army Chief of Staff, Gen. George W. Casey Jr., said, "this is a great testimony to the resilience of our Soldiers and their adherence to the tenets of the Warrior Ethos — I will always place the mission first; I will never accept defeat; I will never quit."

"I'm extremely proud of the job our recruiters are doing," said Caldwell. "I just want them to know that they have the support from Army leadership as they recruit tomorrow's Soldiers."

Caldwell was in New York to speak to Business Executives for National Security, a national, nonpartisan organization of business leaders who apply the lessons of their successful businesses to making our country safer.



**Members of the NYPD are greeted by Lt. Gen. William B. Caldwell IV, commanding general, Combined Arms Center and Fort Leavenworth, Kan., during his visit to the Times Square Military Recruiting Station in New York City March 10.**

*Photo by Sgt. 1st Class Jennifer Yancey*

## CAC Commander Visits Times Square Station

*By John Harlow, TRADOC News Service*

The commanding general of the Combined Arms Center, Lt. Gen. William B. Caldwell IV, visited the Times Square military recruiting station March 10 to talk to recruiters and survey the repairs made after an explosion damaged the station March 6.

"I just wanted to take some time to thank our recruiters for their service,"

# Gold Badges

FEBRUARY 2008

**3RD MRB**

SFC Sumid Smith

**ALBANY**

SFC Peter Drake  
SSG Shawn Kezik  
SSG Kim McCay  
SSG Philip Thomas  
SSG Randall White  
SSG Adam Ybarra

**BATON ROUGE**

SSG Levon Franklin

**BECKLEY**

SSG Jeremy Rausa  
SSG Darran Tatum  
SGT Deydamia Davenport

**CLEVELAND**

SSG Altierre Bell  
SSG Thomas Buchannon  
SSG Schiquita Butts  
SGT Gerald Brown

**COLUMBUS**

SSG Henry Harris  
SGT Kevin Lowder

**DALLAS**

SSG Steven Blais  
SSG Christopher Botts  
SSG Jimmy Diaz  
SSG Nicholas HakeJordan  
SSG Adam Lewis  
SSG Christopher Miller  
SSG Charles Vanzandt  
SGT Claudia Carbajal  
SGT Francisco Gutierrez  
SGT Travis McGillivray  
SGT Jason Verbosh  
SGT Lennette Wells



**DENVER**

SSG Jonathan Masce  
SGT Dale Burdick  
SGT Jorge Fernandez  
CPL Nathanael Bocker

**DES MOINES**

SFC Neil Vancura  
SSG Benjamin Parker  
SGT Ryan Quinn  
SGT Jeremiah Tuzzio

**INDIANAPOLIS**

SFC Glen Mykytiuk  
SSG Gregory Lynch  
SSG Shelby Schoolcraft  
SGT Ian Cross  
SGT Richard Hoggard  
SGT Brandon Jones  
SGT Thomas Morrical  
SPC Phillip Jenkins

**KANSAS CITY**

SFC Cesar Romero  
SGT Brad Thompson

**MID-ATLANTIC**

SFC John Barr  
SFC Peter Jennings  
SFC Michael Roger  
SFC Jacqueline Stewart

**SFC Milton Ward**

SSG Cedric Glenn  
SSG Richard Moore  
SSG Samuel Welden  
SSG Telly York  
SGT Mrissa Cuff  
SGT Charles Howard  
SGT Antoine Potter

**NASHVILLE**

SSG Rashad Davis  
SSG William Sturgeon  
SGT Heath Conder

**NEW ENGLAND**

SSG Shannon Coolburgh  
SSG Scott Wilburn

**NEW YORK CITY**

SGT Amit Bajaj  
SGT Christopher Dolan

**OKLAHOMA CITY**

SSG Brian Woodard  
SSG Charles Reneau

**PHOENIX**

SFC Dale Lawrence  
SFC Curtiss Foudray  
SSG Joseph Garcia  
SSG Julian Gonzalez

SSG Robert Lozano

SSG Joel Sweeney  
SSG Bryan Tucker  
SSG Zavier Versie  
SSG Melvin Yazzie  
SGT Phillip Athens  
SGT Michael Davis  
SGT Rene Mosqueracabezas  
SGT Edgar Olivasmonarrez  
SGT Scott Robinson  
SGT Lori Soto  
SGT Danny Thomas  
SGT Nathan Vasquez  
CPL Beau Buri

**PORTRLAND**

SFC Ray Kreft  
SSG Timothy Cockerham  
SSG Charles Cruz  
SSG Kimberly Joseph  
SSG Velma Quinata  
SSG Robert McMath  
SSG Janey Shimasaki  
SGT Dustin Dugdale  
SGT Minh Matthew

**SAN ANTONIO**

SSG Jimmie Lynn  
SGT Kevin Wright

**SOUTHERN CALIFORNIA**

SSG Johnny Alaniz  
SSG Damien Bednar  
SSG John Dixon  
SSG John Shepler  
SGT Luis Acevedo  
SGT Christopher Newman  
SGT Raul Ortiz  
SGT Jeremy Sizemore

**ST. LOUIS**

SFC James Shackelford  
SSG Todd Dickinson  
SSG Jason Lee  
SGT Henry Brylowski  
SGT Ray Dick  
SGT Jeffrey Lee  
CPL Joseph Tyler

FEBRUARY 2008

# Rings

**1ST MRB**

SFC Gigi Theocharides  
SFC Miguel Vazquez, Jr.

**ALBANY**

SSG Micah Turner

**BATON ROUGE**

SSG Brandon Blackmon

**BECKLEY**

SFC John Bishop  
SFC Angienette Pair  
SFC Ricardo Robinson  
SSG Jovan Velasquez

**CLEVELAND**

SFC Kristie Proy  
SGT Wayne Wright

**COLUMBIA**

SFC Ronald Alligood  
SSG Thomas Johnson  
SSG Bobby Jones

**COLUMBUS**

SFC Coreen Rover  
SSG Benjamin Dixon  
SGT William Faulkner  
SGT Lee Meadowcroft

**DALLAS**

SSG Ricardo Gracia  
SSG Mario Hurtado  
SSG Tony Rubio  
SSG Charles Sills  
SSG Richard Szabo  
SGT Ninoska Urbina

**DENVER**

SFC Thomas Mitchell  
SFC Ronald Quinata  
SFC Richard Reardon  
SGT Jacquelyn Kelty  
SGT Robert Livingston  
SGT Marc Parker  
CPL Brandon Mayyou

**DES MOINES**

SFC Casey Cantrell  
SSG Nicholas Johnson  
SSG Robert Putnam  
SSG Shawn Stone  
SSG Vincent Adams  
SSG Louis Walling  
SGT Jason Alexander

**GREAT LAKES**

SSG Julian Alvarez

**HOUSTON**

SGT Jason Custer  
SGT Jonathan Heinrich  
CPL Robert Atkinson

**JACKSONVILLE**

SSG Raymond Morro  
SSG Raymond Rodriguez  
SGT Keith Crockett

**KANSAS CITY**

SFC Dwight Belcher  
SFC Bryan Collier  
SFC Neil Lamont  
SSG Raymond Delgado

**MID-ATLANTIC**

SFC Jennifer Carpenter  
SFC Benjamin Patti  
SFC Brian Roldan  
SSG Curtis Grant

**MILWAUKEE**

SSG Michael Smith  
SGT Jeremy Labrie

**NEW ENGLAND**

SSG Peter Tremblay

**NEW YORK CITY**

SFC David Vazquez  
SSG Pauline Edwards  
SSG Scott Laczynski  
SSG Adrian Thompson

**PHOENIX**

SFC Gregory Austin  
SFC Mark Headlough  
SFC John Scriven  
SSG Phillip Beasley  
SSG Jeffrey Crane  
SSG Marie Garcia  
SSG Peter Trompeter  
SGT Josh Williams

JANUARY 2008

**OKLAHOMA CITY**

SSG Kevin Lindsey  
SSG Brian Myles  
SGT Kimball Creson

**SACRAMENTO**

SSG Curtis Fuller  
SSG Jeremy Poirier  
SSG Casey Randall  
SGT Josean Cabrera

**SOUTHERN CALIFORNIA**

SSG Matthew Carlson  
SSG James O'Connell  
SSG Jonette Sillas  
SGT Jacob Garza

**ST. LOUIS**

SFC Antwon Shaw  
SFC Darrell Spencer  
SFC Jay Tiegs  
SGT Barbara Baumler  
SGT Donovan Hart

**TAMPA**

SGT Brian Buckley  
SGT Kenneth Callaghan  
SGT Henry Gross  
SGT Donald Mertz

# 79R

## Conversions

FEBRUARY 2008

# Morrell Awards

FEBRUARY 2008

**1ST MRB**

SFC Edward Ford

**ALBANY**

SFC Bryan Carter  
SFC Herbert Hatch III  
SSG Paul Drew

**ATLANTA**

SFC Sean Dullaghan  
SFC April Pagan  
SSG Maurice Fells

**BATON ROUGE**

SFC Adrian Matute  
SFC Jerrid Monceaux  
SSG Katrina Minter  
SFC Terrence Taylor  
SSG Kerry Bradley  
SSG Barnet Frith  
SSG Terrance Wright

**COLUMBIA**

SSG Leshia Allman  
SSG Ryan Muller  
SSG Timothy Poff

**COLUMBUS**

SFC Christopher Gerald  
SFC Brian Rogan  
SFC Christian Watrous

**DALLAS**

SFC Terry Anderson  
SFC Ramiro Primero  
SFC Neil Shaw  
SFC Richard Szabo  
SSG Karen Bryant  
SSG Richard Machacek  
SSG Kevin McDonald  
SSG Steve Nabors  
SSG Lane Whitaker

**DES MOINES**

SFC Eric Kleinweber  
SSG Ricky Rankin

**GREAT LAKES**

SFC Paul Leighton  
SSG William Boettcher



**HOUSTON**

SFC Daniel Flanagan

**JACKSONVILLE**

SFC Shateria Rahming  
SSG Crystan Gilbert

**KANSAS CITY**

SFC Ronald Blevins  
SFC Lawrence Reece  
SSG Jared Smith

**MID-ATLANTIC**

SFC Moncia Godfrey

**MILWAUKEE**

SFC Gregory Kaatz

**NEW YORK CITY**

SFC Laurence Colley

**OKLAHOMA CITY**

SFC Terry Ford, Jr.  
SFC Michael Lewis  
SSG Alan Hallstrom  
SSG Sean McKenzie

**PHOENIX**

SFC Eric Loyd  
SFC Federico Molinar

**SACRAMENTO**

SGT Ronald Dekker

**SOUTHERN CALIFORNIA**

SFC Arthur Garcia

**ST. LOUIS**

SFC Kenneth Bishop  
SFC Gregory Ellis

SFC Joseph McGuigan  
SGT Eric Winter  
SSG Phillip Jones  
SFC Casey Kroll  
SSG Nathan Froese

**MONTGOMERY**

SFC Derrick Johnson  
SSG Alan Ash  
SSG Thomas Miller  
SSG James Smarr

**NASHVILLE**

SFC James King  
SSG Nathan Bullock  
SFC Jesse Allen

**NEW ENGLAND**

SGT Anthony Jensen,  
SSG Henery Sherman  
SFC Kathleen Hall  
SSG Christopher Barnes  
SGT Stacey McCall

**OKLAHOMA CITY**

SFC Dionne Boles

**PHOENIX**

SFC Eric Loyd  
SFC Rebecca Navarrette  
SSG Travis Thompson  
SFC Marcus Fajardo  
SSG Jacqueline Smith

**PITTSBURGH**

SSG David Kraut

**PORTLAND**

SGT Damon Locurto

**RALEIGH SMB**

SSG Jared Hamlin

**SALT LAKE CITY**

SSG George Stapp  
SSG Christopher Lemperle

**SAN ANTONIO**

SFC Terry Blackburn  
SGT Kevin Wright  
SFC Roberto Vela  
SSG Michael Cardenas  
SSG Ecerra Paxton

SSG Joseph Rios

SFC Martha Vela

SFC Frederick Carter

SFC Sol Nevares

**SEATTLE**

SGT Andre Bourgeois  
SFC Robert Mooney  
SSG Ernesto Escobar  
SFC James Veach

**ST. LOUIS**

SGT Ryan Dubuque  
SSG Jimmy Troy

**TAMPA**

SSG Matthew Bergman  
SSG Benjamin Duvall  
SSG Grady Parris  
SSG Joseph Casaldo

**1. Army Reserve members returning as matches prior to shipping to initial active duty training will not ship without approval from the discharge authority.**

- a. True
- b. False

**2. Waiting periods do not apply to minor traffic or minor nontraffic offenses, unless a waiver is required.**

- a. True
- b. False

**3. NCOER nonrated time under the New Recruiter Certification Program will not exceed:**

- a. nine months
- b. 12 months
- c. 15 months
- d. discretion of the local commander

**4. How many parts are involved in the Intelligence Preparation of the Battlefield process?**

- a. One
- b. Two
- c. Three
- d. Four

**5. Nonprior service Officer Candidate School candidates are eligible for the Loan Repayment Program.**

- a. True
- b. False

**6. Asking thought-provoking, open-ended, fact-finding questions (questions that cannot be answered with a yes or no) will allow the person to open up to you.**

- a. True
- b. False

**7. Future Soldiers require a great deal of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ just like Soldiers in the operational Army.**

- a. monitoring, guidance and coaching
- b. mentoring, guidance and care
- c. time, effort, and teaching

**8. Follow-up \_\_\_\_\_ Future Soldiers that you are interested in them and accessible.**

- a. shows
- b. ensures
- c. assures

**9. Apathy losses are both foreseeable and nearly always avoidable. It is usually the result of insufficient follow-up and an ineffective Future Soldier Training Program.**

- a. True
- b. False

**10. Future Soldiers are the \_\_\_\_\_ line of recruiting.**

- a top
- b. middle
- c. bottom

**11. You should take advantage of every \_\_\_\_\_ to tell your Army story.**

- a. opportunity
- b. avenue
- c. occasion

**12. Follow-up contact is an \_\_\_\_\_ opportunity to involve your Future Soldiers in your recruiting network.**

- a. prime
- b. excellent
- c. best

**13. Follow up with applicants as \_\_\_\_\_ at the conclusion of the first Army interview. Call when you said you would call.**

- a. arranged
- b. stated
- c. agreed

**14. Follow up within \_\_\_\_\_ of the initial interview to schedule processing, discuss test and/or physical results, and answer questions the applicant is likely to have raised since the interview.**

- a. 48 hours
- b. 72 hours
- c. 36 hours

**15. Future Soldiers have \_\_\_\_\_ a great deal of trust in your role as mentor and counselor.**

- a. invested
- b. endowed
- c. devoted

The answers to this month's test can be found on the next page.

# Mission Box

The Achievements of One that Contribute to the Success of the Team



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Recruiting  
Brigade

**February Fiscal Year 2008**

## Top Regular Army Recruiter

SSG Christopher  
Turner  
Syracuse

SFC James Brown  
Montgomery  
SSG Diane Evans  
Tampa

Top Fire Team\*  
SSG Ronnie  
Simonsen  
SGT Chad Boeke  
Minneapolis

SSG Wayne Lovell  
Dallas

SSG Frank Rivera  
Southern Calif.

CPT Christopher  
Cheagle  
1st Medical

SFC Paul Brunelle  
New England

SFC John Sanders  
Columbia

SSG Otis Cobb  
Houston

SFC Jeffrey  
Bettencourt  
Sacramento

MAJ Michael Pollen  
2d Medical

## Top Army Reserve Recruiter

SFC John McLean  
West Chester Station  
Mid-Atlantic

SFC Donald LittleJohn  
Gastonia Station  
Raleigh

SFC Jamie Hollen  
Sioux Falls Station  
Minneapolis

SFC Brian Heffernan  
Denton Station  
Dallas

SFC Laszlo Lukacs  
Liberty Station  
Salt Lake City

SFC Berry Cecil  
Des Moines Station  
5th Medical

## Top Large Station Commander

SFC Stephen Parelio  
Framingham Station  
New England

SFC Sonianica  
Matthews  
Dade City Station  
Tampa

SSG Jeremy Hetrick  
Ironwood Station  
Milwaukee

SFC John Boonyakiti  
Harrisonville Station  
Oklahoma City

SFC Hyong Kim  
Korea Station  
Portland

SFC Douglas Harding  
Tampa Station  
2d Medical

## Top Small Station Commander

Queens Company  
New York

Greenville Company  
Raleigh

Canton Company  
Cleveland

Lawton Company  
Oklahoma City

Sac Valley Company  
Sacramento

Atlanta Company  
2d Medical

## Top Company

Queens Company  
New York

Greenville Company  
Raleigh

Canton Company  
Cleveland

Lawton Company  
Oklahoma City

Sac Valley Company  
Sacramento

Atlanta Company  
2d Medical

\*3d Brigade is testing the Team Recruiting Concept

## Answers to the Test

1. a. reference USAREC Man 3-01,	2. a. reference AR 601-210, 4-33A	3. b. reference AR 601-1, 2-11 3d	4. d. reference UM 3-0, para 1-16	5. a. reference USAREC Message 08-070 dated March 2008
6. a. reference USAREC Man 3-01, 5-22	7. b. reference USAREC Man 3-01, 8-2	8. c. reference USAREC Man 3-01, 8-4	9. a. reference USAREC Man 3-01, 8-9	10. c. reference USAREC Man 3-01, 8-1
12. b. reference USAREC Man 3-01,	13. c. reference USAREC Man 3-01,	7-12	14. b. reference USAREC Man 3-01,	7-12
8-6	8-2	7-12	8-9	8-1
7-13				
11. a. reference USAREC Man 3-01, 5-4	12. a. reference USAREC Man 3-01, 5-4	13. a. reference USAREC Man 3-01,	14. a. reference USAREC Man 3-01,	15. a. reference USAREC Man 3-01,

# Community Strong...

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...Army Strong

Army + Community Strong:  
Keeping Children and Families Safe



April is Child Abuse Prevention Month in the Army.

